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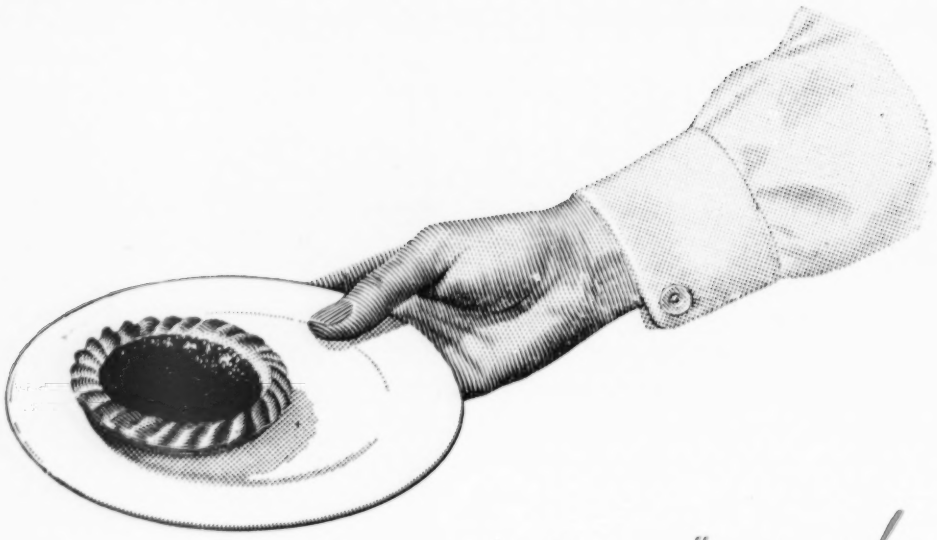
WELFARE & INDUSTRIAL EQUIPMENT

The Journal devoted to increasing Production through Better Management of People at Work

DECEMBER, 1953 1s. 6d.

How B.O.A.C. Look After Their Staff (See page 263)



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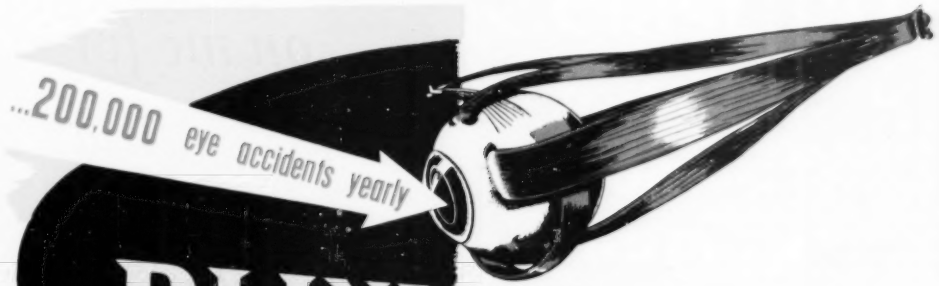

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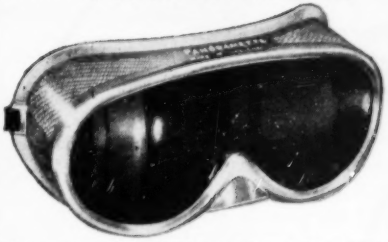

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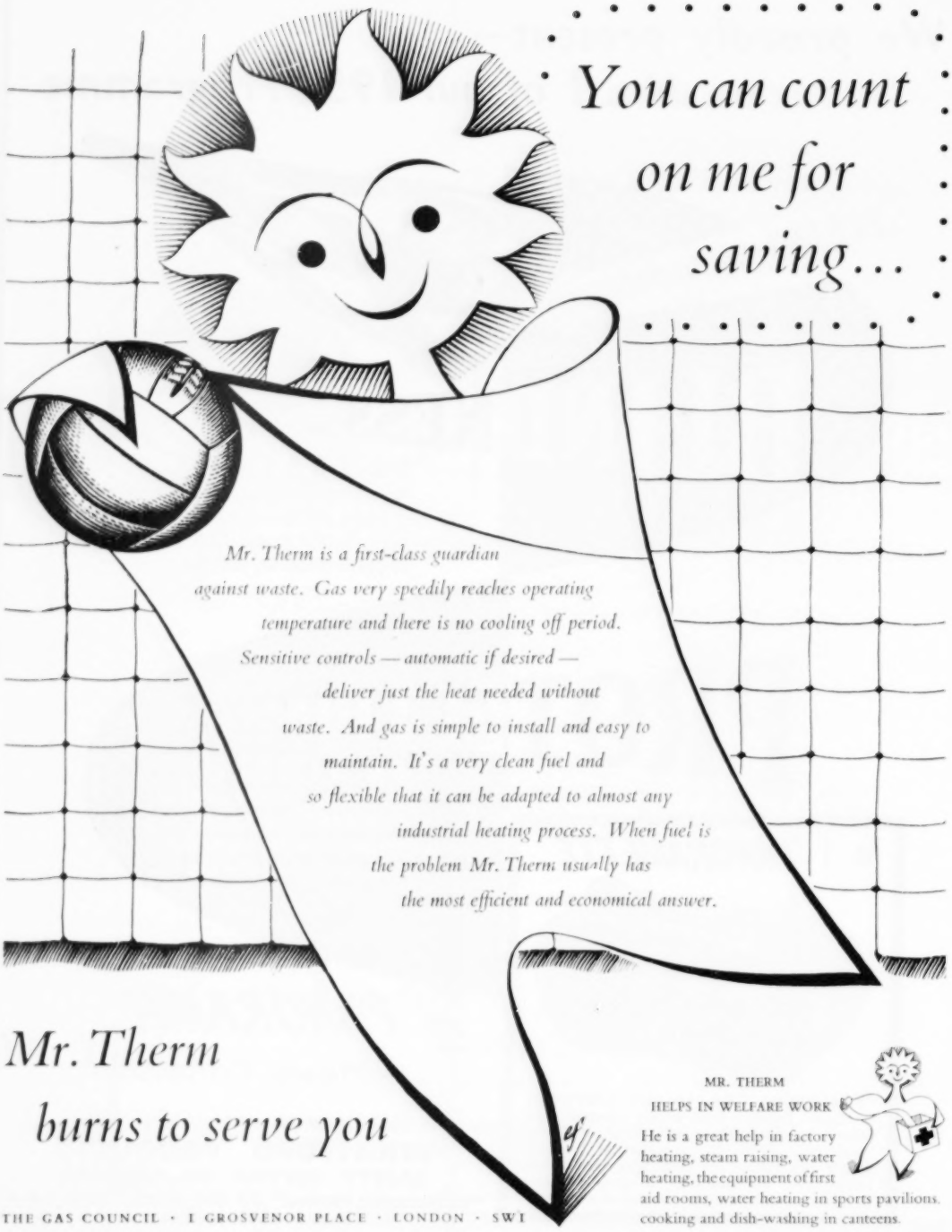
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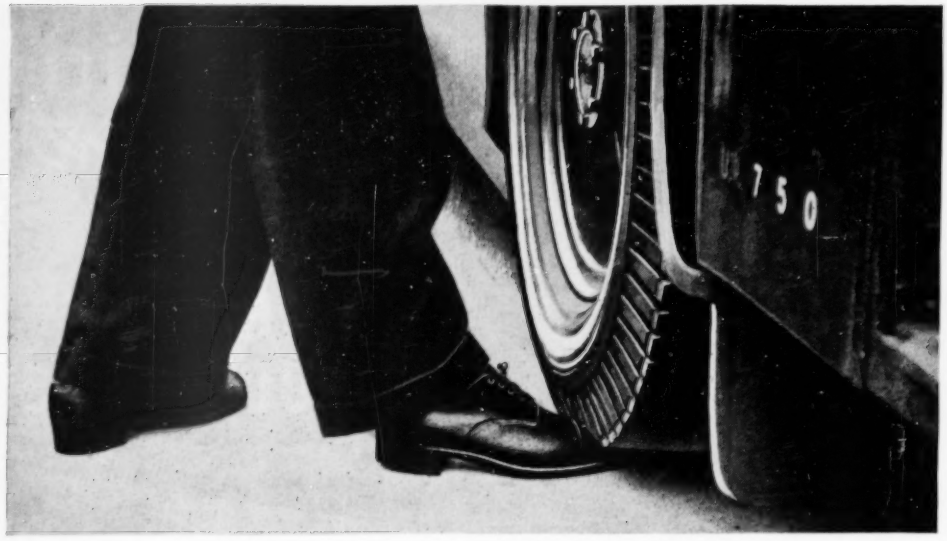

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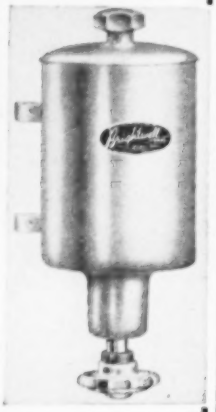

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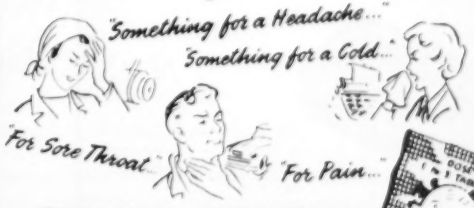

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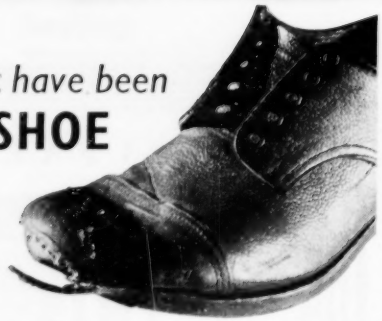

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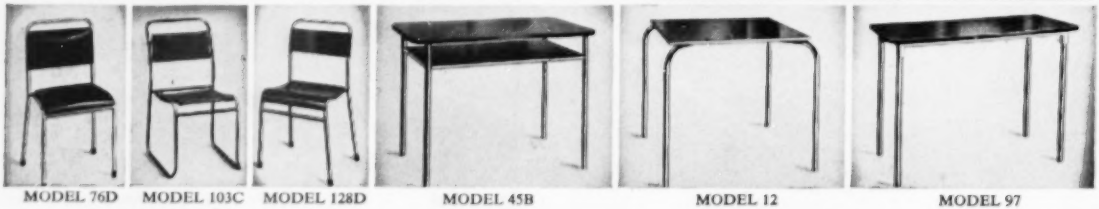

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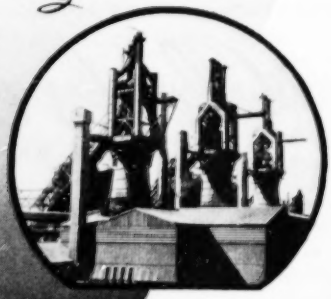

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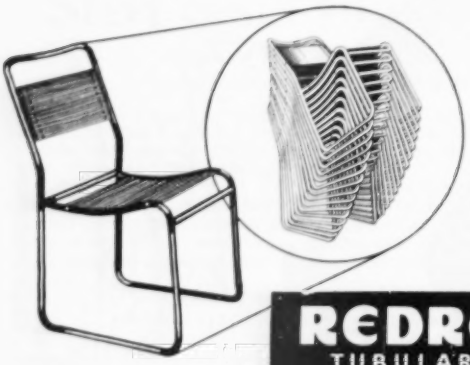

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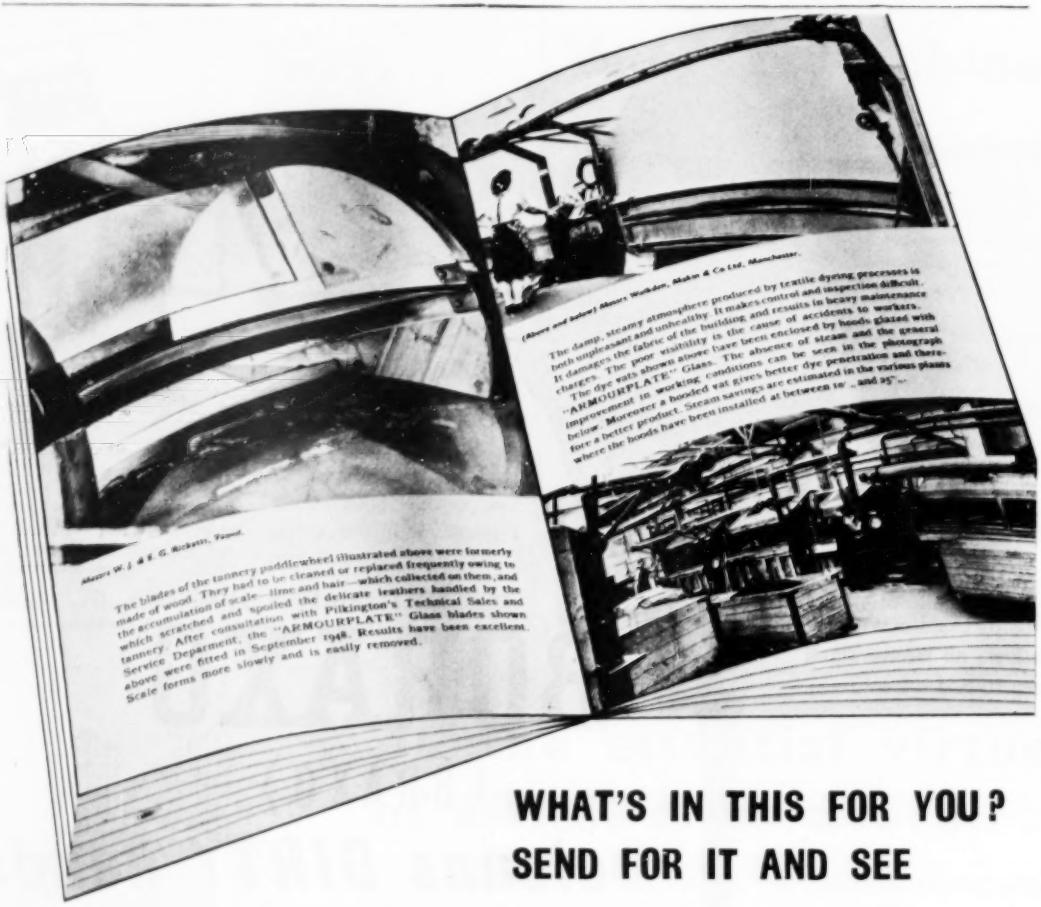

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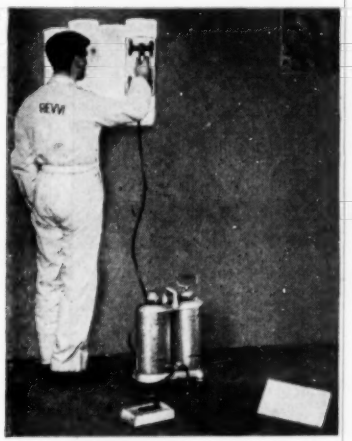

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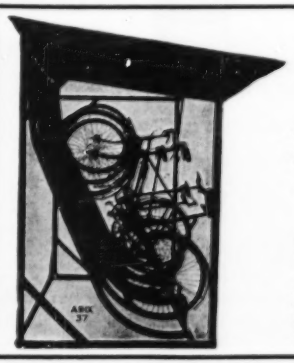

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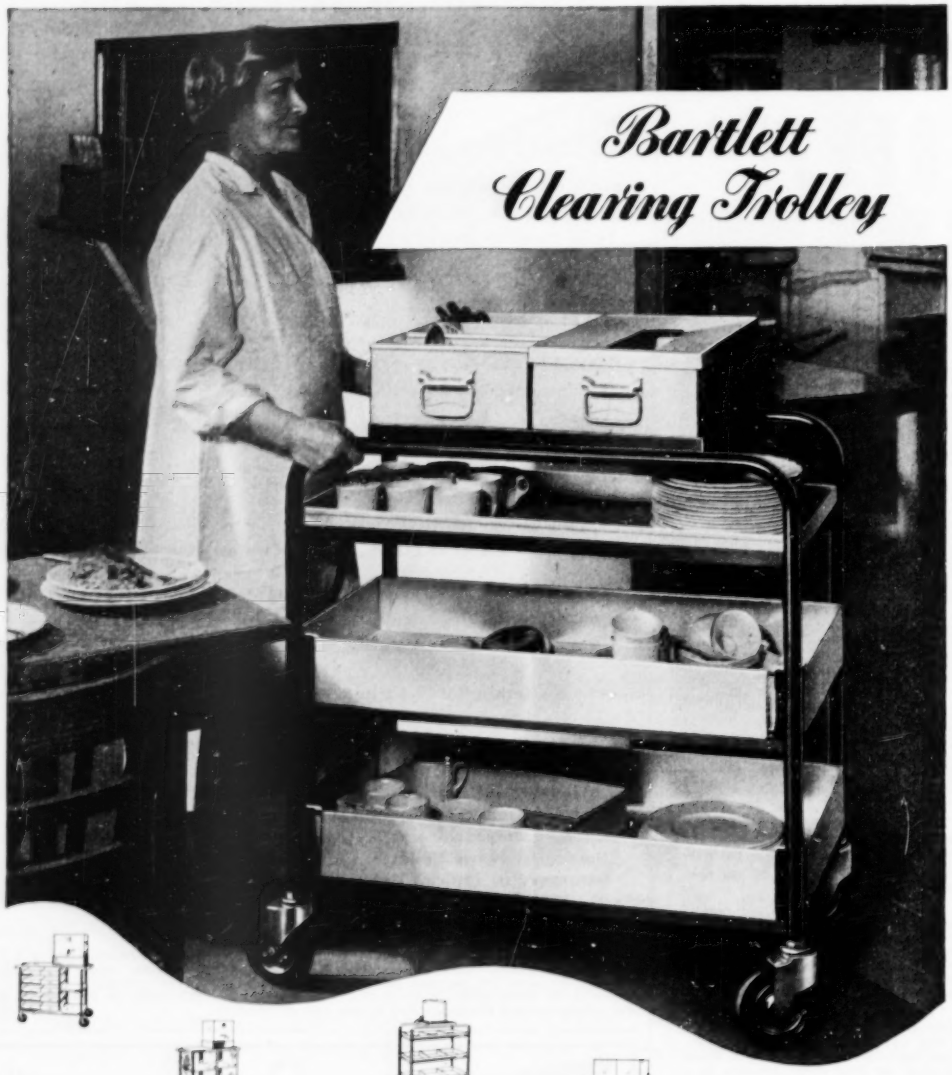

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B.O.A.C.'s services cover the globe and people of all colours and creeds are employed within their far-flung organisation. And just as once trade followed the flag, so today the Corporation's welfare activities have followed its wings. Here, now, is the story of how B.O.A.C. look after their personnel, and how they are trying to establish an ideal pattern of management/labour relations within a nationalised industry. The Corporation are the first to admit that the absence of any past bitterness has seen them take off, as it were, to a flying start.

How B.O.A.C. Have Built Up Good Staff Relations

By WINIFRED GODE

SOME 18,000 employees, spread across six continents, and including pilots of stratocruisers, Indian salesmen and Arab labourers, bring a wide variety of problems to the desk of Mr. J. O. Blair-Cunynghame, chief personnel officer of B.O.A.C. His department is responsible for seeing that the Corporation takes a fair and proper stand with all its employees, and with more than 5,000 staff overseas (the majority of them engaged locally) this is no small task. He must be prepared to deal with questions covering the cost of living in different countries, housing, foreign labour laws, native trade unions and local medical schemes, to mention just a few.

Briefly, the personnel department of B.O.A.C. is responsible for: (a) recruitment and promotion; (b) training; (c) remuneration (including pensions and allowances); (d) manpower budgeting; (e) establishing a fair disciplinary framework; (f) welfare (both individual and organised) and (g) joint consultation. The department is organised on the basis of a small head office staff which formulates policy and sees that it is carried out by staff managers, staff superintendents and personnel officers at the various airfields, factories, offices, depots, etc. of the Corporation throughout the world.

The chief personnel officer is directly responsible to the chairman, Sir Miles Thomas, so that a uniform policy is agreed at the very top and carried out at all levels in the organisation. Meetings of the senior personnel department officials are held periodically to ensure that this policy is being understood and operated in all sections.

Amongst the staff at head office are two specialist officers, the education and training officer and the welfare officer. The former is not concerned with technical training of air-crews, or engineers, although he is responsible for apprentice training. His main job, however, is management training in the broadest sense.

Being a comparatively new organisation, and expanding rapidly, the Corporation finds like many other large concerns that there is a shortage of highly qualified and experienced managerial staff, so it was decided to organise training courses for supervisors, office section heads, and senior executives in that order. The senior executive programme in-

B.O.A.C. chairman, Sir Miles Thomas, digs away the first earth on the new site at Heston for employees' housing. The Mayor of Heston and Isleworth, Alderman V. C. Denton, looks on. Below, the houses begin to take shape.

Technical training is one of the Corporation's numerous staff facilities. Here is an apprentice engineer at the practical side of his work.

cludes short residential courses at a convenient Corporation hostel at Dormy House, Sunningdale. Staff are encouraged by their branch and departmental heads to avail themselves of these opportunities for self-improvement, promotion from within being the general practice. Any employee may apply for a vacancy within the Corporation and all applications are dealt with by an internal selection board.

Under the general heading of "Welfare", Mr. Blair-Cunynghame emphasised that, in his view, reasonable pay, good working conditions and a satisfaction from the job, made just as important a contribution to welfare as some of the more specialised activities which are given this name. The welfare officer, however, has a specific responsibility for such activities as the Ex-Gratia Payments Committee, which assists employees whose needs are greater than the normal Corporation regulations and social services can provide. He also runs a branch of the Hospital Savings Association and of the U.K. Friendly Societies, besides taking a really personal interest in many employees who are in difficulties of one sort or another. A successful Recreation Club with a membership of more than 3,000 employees is also under the general supervision of the Personnel Department, although the numerous activities are run by the employees themselves.

While the Personnel Department holds a watching brief in matters concerning the health of employees, it is not directly responsible for either medical services or catering. A staff of four doctors, nurses and medical orderlies work under the direction of Sir Harold Whittingham and deal with everything from research on aviation medicine and the medical examination of air-crews to the bandaging of cut fingers of workshop operatives. The feeding of employees is the responsibility of the manager of the catering branch, which has as its main purpose the provision of meals for passengers. In addition, it runs staff canteens.

An important section of the head office staff is the organisation and establishment branch whose duties are to advise the management at all levels on the numbers and grades of staff required to carry out the various duties; to prepare the organisation manual which defines the terms of reference of all main Corporation officials; and to collect and collate staff statistics. Whenever any reorganisation takes place—and this happens frequently in a developing and widespread organisation—this section have to examine the new set-up to see that salary grading, etc., is in line with general Corporation practice. The personnel department has no final responsibility for the numbers of staff engaged in any branch of the organisation. Its job is to advise and help the executive manager to achieve the greatest efficiency and to ensure that wages and conditions of employment are consistent with the Corporation's policy.

B.O.A.C's. STAFF POLICY

1. **Covers 18,000 people of all races and creeds.**
2. **Is the special concern of a Personnel Department with wide responsibilities.**
3. **Includes everything from recreation to advanced technical training.**
4. **Is charged with developing joint consultation based upon statutory requirements.**
5. **Aims at being a model for the nationalised industries.**

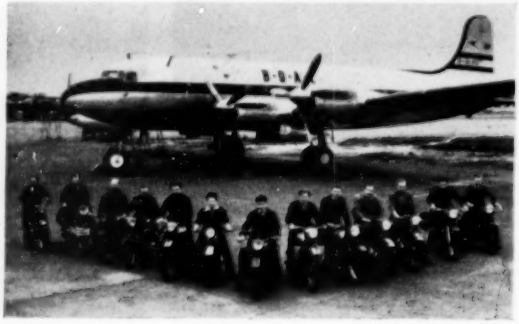
Joint consultation is given priority because the management is trying to establish within B.O.A.C. the kind of employer/employee relationship which is ideal for a nationalised industry, or indeed for industry in general. The policy and practice of the personnel department is designed to strengthen the individual employee's realisation of the part he plays in the whole unity of B.O.A.C. While he does not claim to have found a magic password to good industrial relations, he is satisfied that there is evidence that in B.O.A.C. they are working along the right lines. He admits that his task is the easier because, unlike some of the other nationalised industries, in civil aviation there is no tradition of bitterness between employer and employed.

The industry is a new one, operating wholly in the export market, under conditions of intense competition with the major airlines of the world. Having no control over the price charged for the product, which is fixed by international agreement, the strength of the Corporation's competitive position must rest upon the highest possible standards of operation and service to the passenger. This produces a constant challenge to the employees.

Its success—"the Comet alone puts Britain five years ahead of any foreign competitor"—is an incentive to all who work for the Corporation to give of their best in serving both the consumer and the nation.

The machinery of joint consultation is based upon statutory requirements. At national level the Corporation, together with British European Airways, sits side by side with

(*Continued on page* 274)



Members of the Speedbird Motor Cycle Club on parade.

How Swedish Industry Looks After Its Workpeople

By MAX GORDON

SWEDEN has demonstrated convincingly that industry need not be ugly. Indeed, the Swedes have shown that the heaviest industries can be in surroundings that are beautiful and attractive, and that factories however large can be made to fit in with such backgrounds without impairing their appeal.

Stockholm, with a population of 725,000 people accounts for only 65,000 of the two-and-half million Swedes who work in industry and handicraft. For Sweden has dispersed her industries, thus avoiding that congestion of mills and factories which breeds ugliness and creates so many serious social problems. The majority of the country's industrial undertakings are located in towns of 50,000 inhabitants or less, with the result that her industry must be sought. What is more, even the largest factories have been excellently planned, and look more like blocks of offices than factories. Their mass is offset by the huge parks, lawns and ponds by which they are surrounded.

The Bofors Works at Karlskoga, for instance, although they are Sweden's largest armament works, are approached by flowered walks where swans swim majestically on wide ponds. Again the Mo-och Domsjoe Company, in Stockholm, is the largest producer of wallboard and chemical wood commodities in the country. Woodpulp also figures largely on its list of products, and the firm employs some 4,000 people. But there is nothing about this concern which offends even the most fastidious eye, and its most recently-built laboratory was deliberately sited in rural surroundings where it rises amongst trees and meadows.

The A.S.E.A. works is Sweden's largest privately-owned company. Situated in the small town of Västeras, A.S.E.A. has children's nurseries adjoining the factory, as well as a nursery school, school kitchen, a sewing room and club facilities, all built for the exclusive use of the employees.

Hälsingborg is the Swedish town which perhaps most closely resembles the British industrial city. It is only twenty minutes by ferry from Denmark and it provides a coach service which takes travellers as far afield as Paris, Rome and the Riviera. Here, there are twenty-four shipyards, a rubber plant employing 2,500 workers, and a large undertaking which employs what must be some of the most contented workers in Europe. For this concern, which produces electric motors, generators and transformers, occupies a 35-acre site, leased 15 acres from the corporation and turned them over in 300 lots to company employees. Thus not only can the workers grow their own vegetables in a country where prices for garden produce are very high, but the factory is approached through hundreds of beautifully kept gardens. In addition, the workers live in modern blocks of flats built by the company, the flats containing apartment houses for bachelors and three rooms, plus kitchen and bathroom for married couples. Rents at 1,700 kroner (£117) a year appear to be high, but the firm is paying good wages and the rents are well within the workers' means.

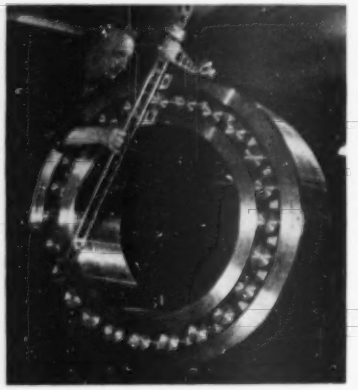
Parks and Plays

Not far from Hälsingborg is Malmö which faces Copenhagen, the Danish capital, across the Oresund. This city of 190,000 inhabitants has no less than 19,000 workers at the Kockum shipyards. These yards are built on 100 acres of land which have been reclaimed from the sea. The workers have a 580-acre park for their use, a large beach reclaimed and laid out by the city authorities, and three theatres. The civic theatre, the most modern, has an auditorium which, by means of movable partition walls, can be adapted to seat from 500 to 1,600 persons. Workers' dwellings are large blocks

"Models for the world" is fitting comment on much of Sweden's industry. Most everything is done to keep workers fit and contented, and good housing is a top priority. The top picture shows houses built by the *Gustavsbergs Potteries* for employees; the other, workers' dwellings on Kvarnholmen (the Mill Island) built by the KF Co-operative Society.

of modern flats and small private houses. As land is expensive, the houses were built by the architect in rows which are alternately back to front. Thus they form courts where the tenants can spend their time in the open air.

Swedish industries are able to establish themselves almost anywhere yet maintain an adequate supply of workers. Boliden, the little town north of the Behring Straits and close to the Arctic Circle, provides an example *par excellence*.



A Swedish worker measures a giant roller bearing. His management feel the same responsibility for him as he feels for *his* job.

In this area, where copper, zinc and pyrite concentrate are to be found, daylight is scarce and the winter is severe. Yet the workers in the Boliden mines like the place. This is not surprising, for the town of 1,200 people is spaciously laid out with well-appointed gardens and gives the impression of being a large city. Besides, there are hunting, ski-ing and fishing almost on the front door and all the comforts of modern civilization, despite the fact that transport to the outer world is confined to buses and cars.

Sweden has ably demonstrated that industry need not be ugly. They have, of course, advantages which Britain does not enjoy. Its population, for instance, is only just over 6,000,000, compared with nearly 50,000,000 in the United Kingdom. Nevertheless, in giving their factories space and beautiful surroundings, by means of dispersal of both factories and population, they have shown that industry can be beautified and beautiful. That, at least, is well worth knowing.

How Work is Made Easier

Report by LAURENCE DOPSON

Scandinavian specialists at a recent World Congress for Physical Therapy in London tell how the proper use of muscles and postures can stimulate efficiency and lessen industrial fatigue.

THE improvement of working efficiency by the avoidance of unnecessary strain and consequent fatigue and pain formed the subject of a symposium on posture in industry at the First Congress of the World Confederation for Physical Therapy, held recently at the Central Hall, Westminster. The symposium was part of a day devoted to consideration of physical therapy in industry. It was interesting both for the ideas put forward and for the accounts of what is being done in industry in other countries.

Miss Louise Heering, a Danish physiotherapist, opened the symposium with an address in which she stressed how industrial workers could be spared muscular pain and strain caused by wrong working positions. She went on to make practical suggestions.

The worker must not "squeeze" his tools or "tighten" unnecessary muscles, as did the untrained, tired, nervous or indisposed person. As far as possible, muscle work had to become a reflex action. Research in Denmark on persons in the stride-standing position showed no activity in muscles other than the anti-gravity muscles. In spite of the fact that the resting position and working position in standing were almost the same, one got persons doing standing work who complained of swollen, heavy and painful legs, pain in the lumbar region, and pain resembling sciatica.

Miss Heering said that to improve circulation when standing the worker should be instructed to transfer his weight from one leg to the other, as well as to rock a little in the ankle. At the same time, every opportunity to move around during his work should be used. The backache in the lumbar region was caused by the worker standing with an increased pelvic tilt, a slight stoop and a poking head. He must be taught to train himself to correct these faults and also to stand with slightly bent knees and ankles, so as not to overstrain the hip-joint. He must be warned not to stand working with his weight mainly on one leg, as this would often cause sciatic pains. A person whose working position was a standing one should keep his weight "within proper limits" to avoid flat feet,

The picture on the left shows what the worker should do if he wants to strain his back. The correct method (right) shows how the bulk of the work is done by the leg and hip muscles which are stronger.

varicose veins and osteoarthritis in the knees and hips arising from a greater weight on legs and feet.

As regards lifting, Miss Heering gave these rules:

1. Always try to lift in as upright a position as possible, otherwise you will strain the lumbar region.
2. Never lift whilst the trunk is rotated.
3. If you can, always slide the weight near to you first, before lifting.
4. At the critical moment in the lifting, remember to let the weight of the body be on the forward leg.

For the sitting position, the head and trunk ought to be vertically balanced over the pelvis, with the sacrum well supported against the chair. Hips and knees should be flexed to nearly a right angle. The typist who complained of pains in the back, shoulder and arms, *frequently associated with headaches,* was often adopting a wrong working position, with shoulders rounded and drooping and head poking forward. This was counteracted by means of training and synchronization of the musculature of the shoulder girdle by arm-swinging at varying heights, with and without trunk rotation, and with strong arm exercises in the hanging position. In this way the patient gained an advantage in his work from a certain extra muscular strength in the shoulder girdle and from being taught a better working position, so that the shoulder joints were moving in their middle range.

Care must also be taken about the chair and table. The seat of the former should be approximately the length of the thighs and its height the distance from the back of the knee to the heel, so that the feet rested easily on the floor. The back support should be adjusted so that the sacrum could be pressed firmly against it, giving a free range of movements during work.

The table must leave plenty of room for the legs (this also allowed the typist to get close to the typewriter) and be lower than the ordinary writing desk since the work had to be done with forearms in a horizontal position, and with a slight flexion in the wrists in order to let the fingers rest on the keys. Thus, the resting position and the working position of the hand would be almost the same.

Miss Astri Ostli reported that, in Norway, they greatly emphasized the importance of examining the working habits of the patients in order to determine the cause of the stress. She gave a fascinating account of how the physiotherapist could help a worker by study of his methods, and took dentists as an example of how strain and reduced working capacity caused by movement anomalies could be avoided. She concluded: "The first thing is to take a good look around. And the question you put yourself is this: 'Does the bus driver use his energy to *hold* the wheel, or to *turn* it?' That is what matters."

For sitting, as for lifting, there is a right and a wrong way. Left, the typist has made no use whatever of her chair adjustment. Right, the correct posture which, despite its military appearance, makes for much easier working.

TO AVOID STRAIN

1. **Workers should stand with the knees and ankles slightly bent and with weight on both feet.**
2. **Should never lift whilst the trunk is rotated.**
3. **In the sitting position, hips and knees should be flexed to nearly a right angle.**
4. **Unnecessary movements should be discovered and eliminated.**
5. **Correct foot and floor covering can ease strain on the back.**

Mrs. Dagmar O. Carleson, described how in Sweden physiotherapists help production by giving gymnastic instruction in the form of relaxed movements and by advice on working postures. She pointed out that the aching arms of workers at the modern stamp machines were an example of how certain muscle groups were liable to overstrain through particular work. Overstrained backs could be caused by unsuitable working posture and faulty foot and floor covering.

The idea of a gymnastic pause between spells of work, first mooted in Sweden in 1920, was taken up seriously by Atvidabergs Industry in 1942. Interest developed quickly. At present, Mrs. Carleson reported, some 100 firms have such activities. A gymnastic pause takes place at that time of day when work is at a slack period. "The gymnastic instructor comes, the windows are opened, everybody gets up from the machines, a loud-speaker plays a few rhythmical tunes to which movements for the whole of the body are done for seven minutes. The movements are, of course, arranged according to the type of work (many foot and back movements for those who have an upright working posture, for the manual worker movements for the hands and fingers, and so on), and to some extent according to age and sex. Movements must not be so intense that those taking part get too warm. Physically this form of relaxation is perhaps the most important."

No decrease in production, emphasised Mrs. Carleson, had been noticed as a result of introducing the gymnastic pause.

"As a physical therapist," concluded Mrs. Carleson, "I see different kinds of industries and it is striking how much energy is needlessly used by faulty posture and working technique resulting in overstrain."

BACIE Conference Hears Minister's Views on Industrial Training

The Minister of Labour, Sir Walter Monckton, Q.C., was one of the speakers at the 1953 conference of the British Association for Commercial and Industrial Education (BACIE) held a few weeks ago at Ashorne Hill. He emphasised the paramount importance to British industry of the foreman and the need for management to further all forms of training.

ALTHOUGH as an industrial nation we think, and rightly, of education and training against the background of the main purpose of all industry—to produce and to produce efficiently—I think it is a mistake to consider them solely as factors that will lead to increased productivity. We should not, I think, assume that economic recovery is something that can be achieved solely by concentration on the materialistic aspect of our affairs. We have also to remember the importance of the things of the mind and the spirit and to recognise that, if they are ignored, either they atrophy or find expression in exaggerated or undesirable ways."

With these words, the Minister of Labour and National Service, Sir Walter Monckton, M.C., Q.C., opened the BACIE 1953 general conference which was held at Ashorne Hill during October 16 to 18. Sir Walter, whose theme was "The Importance of Training and Education for National Economic Recovery," went on to say:

"Industry must recognise a very considerable responsibility for the way it uses the nation's principal asset, its manpower, and there are encouraging signs that it is doing so. There is a growing understanding of the importance of human satisfaction: of the incentive provided by the knowledge that one is doing a congenial job in the most efficient way, and of the extent to which human problems are interwoven with the technical problems which industry has to solve. But I think a great deal still needs to be done. There is not yet full appreciation of the contribution that can be made by Education and Training—to the individual, to the firm, and to the nation.

"To the individual—this means the recognition and development of innate qualities. To the firm— education and training should mean a balanced and proficient labour force. To the nation—all this means increasing the ability to earn the best living we can in a highly competitive world."

Next, Sir Walter considered some of the more important categories of training and education with which BACIE was concerned:

"First, training for top management. This is at once the most important and the most controversial aspect of training, but it is attracting increasing attention. There is throughout commerce and industry an increasing awareness of the fact that all the things that come under the heading of good human relations are only possible if the quality of leadership is such that commands the esteem of those it professes to lead.

"Second I would like to see a higher proportion of university undergraduates looking to industry and commerce for their future careers—from the start, rather than when they have found other fields overcrowded.

"That Key Man"

"Then too I am very conscious of the paramount importance to British industry today of that key man, the foreman or supervisor. He is the link in industrial relations, representing, to most workers, for all day-to-day purposes the 'boss' and all the mysteries of higher management in tangible and vocal form. T.W.I. affords a valuable basis for such training, but it should be followed and supplemented by a training course within the individual firm. I was interested in this respect to note the progress of the Institute of Industrial Supervisors in promoting courses up and down the country."

Sir Walter stressed that training must be *essentially practical rather than academic,* at least at the elementary stages. It should preferably allow for practice periods in such techniques as conducting disciplinary interviews, compiling and presentation of reports, or the informal discussion of a problem with a working group.

"Early this year I decided to ask all principal bodies concerned with supervisory training to meet in committee under the chairmanship of an officer of my Department in order to review constructively the present provisions for supervisory training. BACIE is, of course, on that Committee and I have no doubt is taking a leading part in it. I hope the result will be something which will be of real value to industry—not merely a review of what is already being done even though that in itself would be of high value—but a clear lead showing what more ought to be done to put this country into the front rank in supervisory training. **Without the keen and continuous interest and encouragement of higher management, however, the most carefully thought out plans for supervisory training are likely to be of little value.**

"The field of technical education and training is, of course, a vast one, but I want to emphasise three further points. The first is that I want to give any encouragement which may be in my power to the various courses of work study about which we are going to hear a great deal more in the near future. The second is to say that, while I am very appreciative of the work I have no doubt many of you are doing as members of Local Joint Apprenticeship Committees, I cannot

(*Continued on page* 274.)

Safety in a Radioactive Era

SOME conception of the widespread application in industry of ionising radiations is to be gained from *Precautions in the use of Ionising Radiations in Industry*, published recently by the Ministry of Labour and National Insurance (*H.M.S.O.*, price 2s.). It points out that, despite the wide variety of industrial uses of X-rays and the radiations from radioactive substances, proper care and forethought can ensure that the health of the workpeople is not impaired. The main body of the document is concerned with the precautions which should be adopted by all industrial workers liable to exposure to ionising radiations.

General precautions applicable to all such workers are dealt with under the headings: Planning and Equipment, Inhalation and Ingestion Precautions, Supervision, Training and Monitoring, Film or Dosimeter Tests of Workers' Radiation Exposures and Medical Supervision.

Complete immunity from harmful effects, the publication emphasises, depends upon an intelligent appreciation of the properties of the various radiations and of their potential damaging effects on the human body and on vigilant attention being paid to the necessary precautions. Ionising radiations give no immediately visible indication of their presence. Their absorption—even in large amounts—produces no sensation and their harmful effects are delayed ones.

The greatest danger is from the inhalation or ingestion of active material from unsealed sources, such as dust or gas or from contaminated hands in smoking, nail biting and the use of cosmetics.

Many of the different uses to which ionising radiations are put by the industrialist for the examination of his products and as an aid to speed and efficiency, are listed in this pamphlet. One of these is the fixed or mobile X-ray sets for the radiographic examination for faults, flaws, blowholes and cracks of castings, forgings and fabricated or welded metal articles.

Another important application is in the fluoroscopic examination of spark plugs, cables, golf balls and tinned or packed foods, the primary purpose being to check the assembly or alignment of components or the presence of foreign matter.

Radioactive substances find a wider field of application principally by virtue of the different types of radiation emitted, the wide range of radiation energies available from a suitable choice of source and their relative cheapness.

Quiet Efficiency

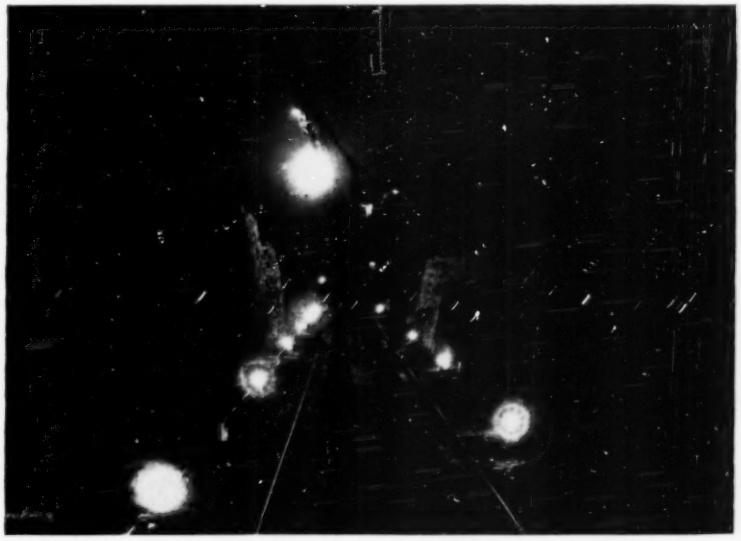
NOISE is frequently under-estimated when it is considered in relation to office efficiency. In a telegraph office, it was found that a 43 per cent reduction in errors occurred after the noise level had been lowered from fifty to thirty-five decibels. Measurements of caloric energy expended have shown that typists require 90 per cent more energy for their work if it is done in noisy rooms.

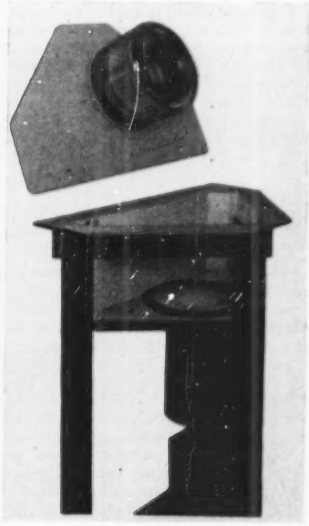
An acoustics expert has made experiments which show that a reduction in noise can increase efficiency by as much as 9 per cent, reduce errors by between 30 and 50 per cent and cut absenteeism and labour turnover by as much as 50 per cent. (**Business.** 11/53.)

Check Mate !

EMPLOYEES rate one another under the merit-rating plan operating at the Folding Carton Division of the Green Bay Box Co., Wisconsin. The plan aims at simplicity. Only four factors are rated: Use of working time; ability to learn and solve problems; ability to work with others; ability to instruct and delegate. Scoring is based on the following scale: 5 (outstanding); 4 (above average); 3 (average); 2 (below average); 1 (needs much improvement). The scores are qualified by explanatory comments.

For practical purposes, rating is restricted to three levels: e.g., a foreman would be rated by the assistant production manager, the general superintendent and the general manager, and five of his fellow foremen. But theoretically, he could be rated by all employees. To avoid hard feelings, rating sheets are not signed, and to ensure fairness, results are tabulated and summarised by the consultants who devised the scheme. Only sum-





Above. New type *Ediswan* bollard lighting units at the Ridham Dock pulp stacking areas of Bowater's Lloyd Pulp and Paper Mills, Ltd., Sittingbourne, Kent, increase efficiency and safety of night working. *Right.* The upper portion of a roadside bollard with its lid removed showing the refractor and the lamp compartment.

(*Continued from previous page*)

maries are used by management. Individuals only see their own ratings, but departmental summaries are made available to the appropriate supervisors. No attempt is made to summarise the comments; these are used when the ratings are discussed with the individuals concerned. Each individual is given the opportunity to discuss his rating with the consultant, in confidence, and most of them take advantage of it. This helps to give the employee a good idea of how his work looks to others and where he needs to aim for improvement. After these discussions are concluded, the consultant makes out a general report for the general manager, but nothing of a confidential nature is divulged unless the ratee gives permission. Merit increases and promotions are based on the rating results.

(Factory Management and Maintenance.)

Work and Society

THE business firm is the most significant social institution of our time, and social institutions are justified by their success in enabling individuals to achieve their personal goals within the corporate aim. It is the task of the manager to interpret his firm in this way to its employees, and to release and canalise individual effort in pursuit of the corporate purpose. A few people need no such interpretation, of course, for they can see their own way ahead and make their own arrangements. But as Nigel Balchin puts it, these people do not "work" in the accepted sense; they arrange to be paid for what they like doing. But most of us have to work, and we need someone to show us how to find the satisfactions we are seeking in our working life. (J. Fraser Munro in **The Manager, 10/53**)

For The Older Worker

LOCAL industrialists and Worcester Rotary Club are to co-operate in a project that promises to be of value in promoting the welfare of older personnel in industry. They are to stage, next year, an exhibition indicating the range of careers available to older people, as well as to young. The organisers believe that many older age group factory workers could be transferred to lighter work and because no such systematic transfer exists generally, they are being lost to industry, often to their disappointment. Industrialists are to stage exhibits giving an indication of the kind of jobs and prospects they have to offer. Information is to be made available on a wide variety of subjects both to young and old people.

Good 'Communication'

AN industrial relations officer in an American firm received a frantic call one day from the works manager who informed him that there was a threatened walkout in the machine shop. He was instructed to call an emergency meeting and take appropriate action.

Instead, the officer listened to the machine shop foreman's story and then spoke to the shop steward and to the leadman who was involved in the dispute. One cause of the trouble was that the leadman feared his duties were being clipped, and also that a rise in pay which he had been promised the previous month had not materialised.

The relations officer clarified the issues, promised to reopen the matter of the workman's wage review and explained that there must be no interference with management's prerogative to direct the work force. Both were satisfied with the fair hearing which they had received and an explosive situation had become a minor incident thanks to intelligent handling by an executive well versed in the practice of human relations. **(Methods, 10/53)**

Factory Building

REPLYING to a question in the House of Commons recently, the Minister of Works (Sir David Eccles) said that the value of new industrial buildings over 5,000 sq. ft. exclusive of iron and steel and fuel and power projects completed in the calendar years 1951 and 1952 was £96 million and £69 million, respectively. The figure showed a considerable excess over corresponding work licensed in 1953, especially since the last Budget.

From The House Magazines . . . . .

Selective Safety

At a recent meeting of the Thorncliffe Joint Production Advisory Council, it was agreed to recommend that goggles and eye protection equipment should be issued either from the stores or the shop managers, and that this equipment should be of a type as near as possible to the individual's choice. The recipient should be required to sign a receipt for the goggles and should be given a card setting out his obligations under the Factories Act. **(Thorncliffe News, 10/53)**

The Lucky Factory Lass !

For a feature in the *Daily Mirror* entitled "What is Miss Smith Missing at the Office Desk?" reporter Lionel Crane came to Unilever House to interview eight of our secretaries and typists. His theme was that though conditions in factories are tiring, noisy and dirty, there is a friendly spirit there often lacking in offices. Factory girls trouble little about clothes and make-up—but they love every minute of their work. On the other hand, office girls spead more on clothes and cosmetics and on getting to work. **(Unilever House Magazine)**

Civil Defence Training

Civil Defence training has been carried out in the factory since early 1951. Selected employees were sent off to be trained as instructors on courses held at the Home Office training schools and the Warrington Civil Defence headquarters. Training equipment was obtained and details of the scheme were displayed throughout the offices and works and a broadcast appeal was made inviting employees to volunteer for service. **(The Crosfield Chronicle)**

Underground Classes

Before he goes to work down the mine, every new employee spends one or two weeks in the African training school. This school itself is down the mine—1,150 ft. below the level of the ground. Here, in this huge classroom, blasted out of solid rock, the new man is taught the important things he must know to work with success and safety.

The school is a big, airy place with benches to seat 120 men. After the "work period" a talk is given in the classroom. These talks take about forty-five minutes and deal with many different things. Among the most important subjects is Safety in the Mine. By means of pictures and demonstrations the new men are taught what to do to keep themselves from injury. **(Mufulira African Star)**

Training Course

"He that cannot smile should not keep shop." When we find someone on our staff who does not smile as often as we think he should, we make an excuse to send him to see a few stationers. It does him no end of good. **(Twinlock News)**

Need for Uplift

Dr. Thomas, Vicar of the Church of the Ascension, Balham, S.W., writes in his parish magazine: "The re-housing of the people in London has meant that many people have severed their connections with their past, and have been accommodated in big blocks of flats without lifts. The fact that those flats are without lifts is accountable for much evil. The ordinary working class after a hard day's work, climbing up, as they have to do, three or four flights of stairs, are too tired to walk down again and mix with other people and form new associations in their new environment." **(Hallford Magazine)**

Understanding Human Needs— A Key Factor in Good Supervision

The supervisor of today has an increasingly important and complex task. Mere technical efficiency is no longer enough. On him falls much of the responsibility of translating good intentions into accomplished facts, and because of the many pitfalls between theory and practice, it is a job demanding patience, tact and, above all, an understanding of human needs. Here *DISCUSSION LEADER* poses some of the problems involved—conflicting incentives, group loyalties and differing values—and invites readers' opinions on how to resolve these.

WE do not have far to seek for a topic for discussion this month; there is one demanding attention in the pages of the October issue of this journal. How many of you noticed the contrast between the evidence presented to us on the use of financial incentives in two different firms? At Ransomes and Rapier Ltd., output has increased 12.2 per cent per man-hour and voluntary absenteeism has decreased to 1/20th of the former figure since the introduction of a new wage incentive scheme for all workers four years ago. In this firm, our report says, they have acted on the maxim, "look after the pay packet first and the battle is largely won."

At Best and Lloyd Ltd., however, in 1949 "after two months' discussion inside the factory and with the union concerned, it was decided to change the method of payment. A pilot group agreed to substitute a controlled day work system for the existing payment-by-results method. It proved successful and within six months every group in the factory had asked for this system to be applied."

What forces are at work here? The evidence available shows that morale is improved in both firms and output increased in one, when opposite methods of payment are introduced. Some of you reading this will favour one system of payment and some the other.

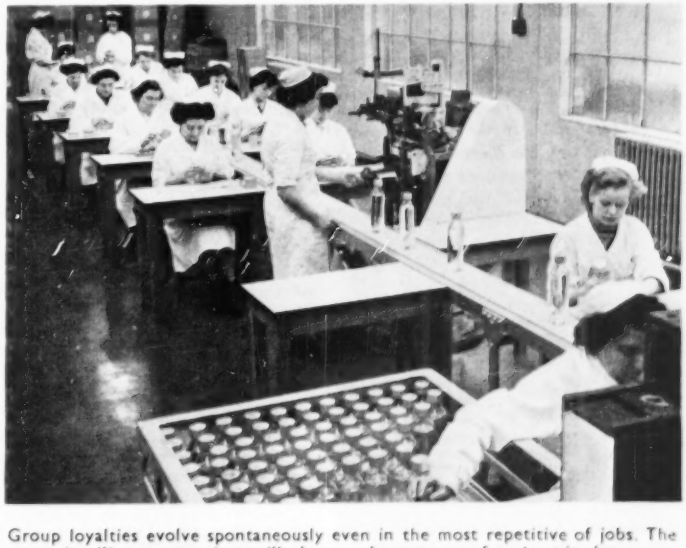
WHICH 'CARROT'

Th Question of Incentives

'TO and fro rages the controversy, how can we increase productivity? How can we increase the workers' will to work? Which carrot? Which stick? We are asking these questions and many more, and every now and then we are finding some of the answers. The conflicting evidence I have just quoted suggests one such answer—there is no *one* best scheme which will suit all concerns.

I know of one large concern where the central department introduced a merit-rating scheme which became company policy and had to be implemented by all the branches scattered up and down the British Isles. The scheme provided that individual operators would be paid extra money on a sliding scale according to the number of points they were awarded by their supervisor in a quarterly assessment for such qualities as "speed", "accuracy", "co-operation", "time-keeping", etc.

The scheme worked quite satisfactorily in some branches. In one branch, however, when some girls who worked together with others on one process heard they had been given the maximum rate per hour, they became very angry and insisted that they all worked as a group and that it was very unfair to pay them more than other members of the group. Here the financial bonus scheme was conflicting with the team spirit of the group and some kind of group incentive scheme would have fitted the real needs of the girls working there. Another concern found that married women did not respond to a financial incentive scheme, but when they were told they could all go home as soon as the weekly target was reached, they were all finished and ready to go at 2 p.m. on Friday. Time off was more important than money.



Group loyalties evolve spontaneously even in the most repetitive of jobs. The intelligent supervisor will always take account of such attitudes.

STUDY HUMAN NEEDS

Management's First Duty

SO we must ask, what are the human needs that management must study so carefully? Each of us has our own answer to this question for ourselves, but we know, too, that there are common needs which we all share. For example, the need for shelter, food, rest, sex. Each of us has a need to be recognised as an individual human being whose actions and feelings matter in the scheme of things.

A wage payment scheme is only one part of a comprehensive philosophy of management which should express itself in policies which aim at satisfying as many fundamental human needs as possible. Only then will that concern be a fully effective and efficient working unit. This is a big subject. Can modern industry satisfy the needs of its workers? Has technical progress brought in its wake "utter social chaos", as one writer suggests? Can modern semi-skilled work give the same satisfaction as the craft trades of our ancestors? What can we do to create conditions of social stability and security amidst rapid technical and material changes? I believe the answer to a lot of these questions lies in the hands of the supervisor. He has an increasingly important job to do. The conception he has of his rôle as a leader of men and the way he carries out this rôle is of vital consequence to us all. What do you think about this? How do you see your job as a leader (or manager if you prefer that word) of men? Have you a satisfied and contented team? What incentives are you offering?

CONFLICTING VALUES

Can They Be Reconciled?

OF course, there often arise conflicting needs and demands in industry—apart from wages—whose reconciliation leads to many acute difficulties. Think, for example, how opposing values clash in this incident, about a woman employee of a transport company. A report of this appeared in one of our daily papers recently. The account runs:

> "It was a dreary, drizzly morning and grey-haired Mrs. A . . . mother of eight, was five minutes late for work; she found that someone had 'clocked in' for her three minutes earlier. As a result, 53-year-old Mrs. A . . . lost her job after two and a half years with the company—and the chance of a reunion with a long-lost brother."

The account goes on to say that Mrs. A . . , as an employee of the company, would have paid a reduced fare when she visited this brother in another country and that she had already saved over half of the money towards it. Now she had been dismissed, she would have to pay the full fare. Mrs. A . . . when interviewed, said she was heart-broken and maintained that she never intended to allow someone to clock on for her. But the transport company said: "There have been far too many cases of this sort of thing recently."

Clocking on for someone else is a serious offence. The management of the company felt they had to punish people who break an important rule of the company in this way. The private hopes and dreams of Mrs. A . . . have nothing at all to do with the rights and wrongs of the case. Here is one system of values, logical, consistent and valid. Now let us look at the other side. Workers must stick together; this is one of their most fundamental beliefs—in trade union language are they not all "brothers"?

Two opposing systems of values. We meet them wherever we look in industry today. A new girl joins a mass production department. At the end of her first week she has a record production to show. Three weeks later her production is in line with that of everyone else. Let her supply the explanation in her own words. "The other girls told me to take it easy" she said "or they wouldn't talk to me, so what else could I do"? Managements' value—greater productivity—and her own capacity to produce were irrelevant in the face of the values of her own group. What can Management do to bridge this gap? Could the problem of Mrs. A. . . have been solved so that all the values involved were reconciled? Need it even have arisen? We want your views.

Education for Management—The Task Ahead!

THE B.I.M. are to be congratulated on bringing out this survey,* the first of its kind in this country. This is the first of two proposed volumes on British facilities for education and training in the management field. It covers twenty-six British Universities and Associated Colleges of Technology and 190 Technical and Commercial Colleges and Colleges of Further Education. The volume still to be published will deal with subjects offered at Adult Education Colleges, with conference courses, summer schools and other educational activities of professional and other bodies, and with the training schemes and courses organised by trades associations, trades unions and individual firms. In some minor details the present volume is (inevitably) already out of date; it is to be hoped that the B.I.M. will establish machinery for keeping it up to date.

The interpretation of what constitutes a relevant course for the education and training of managers is very broad in the case of undergraduate courses at the universities. In the case of technical and commercial colleges, the syllabus in the Urwick Report, entitled "Education for Management", is used to determine which courses are relevant. A study of the courses being offered by these, shows that there is a wide variety of courses for a wide variety of people.

This volume shows that educationists all over the country are experimenting with courses designed to train people to manage and lead others. We are realising, as a nation, that intuitive and traditional methods of leadership are not adequate to meet the demands of the rapid technical and material advances which are taking place today.

This book should be very useful to company personnel and training officers as well as to professors and teachers, and to individual management students. The survey is, at this stage, only a catalogue of courses available. The authors state, however, that they hope a further study of the field described in this volume may be possible. The wisdom of Solomon will have to be exercised in drawing up the criteria for any evaluation or assessment of the courses.

The work being done in the management training field is at a highly experimental stage, and it would be difficult indeed at this moment in time to separate the sheep from the goats. How does one assess the success of a course on management? By examinations passed? By numbers of students attending (compulsorily or of their own free will)? By what the students say they have learned, by their actions when they return to their jobs of managing people or when they become managers? (But are not their actions greatly determined by their superiors who may not have attended the same or indeed any course on management?) By the labour turnover or absentee statistics of their departments? By their strike-free record? Who can assess such a highly individual matter as the effect a course has in changing or modifying the attitudes of the different people attending?

**Education and Training in the Field of Management* (B.I.M. 7s. 6d.)

Safeguarding the Factory Worker—4

Protection of the Legs and Feet

By W. J. S. GRAHAM

Safety Officer, Clayton Aniline Co. Ltd.

WHEN protection of the legs and feet is being considered, safety boots are probably the only articles thought about. Yet, even with boots, several of the forty or so firms who market them have more than twenty models. There are, in addition, ankle, knee and thigh length rubber boots, as well as plastic boots and clogs.

Leather Safety Boots and Shoes

The original British Standard No. B.S. 953 called only for a toe-cap which would withstand a test blow of 150 ft. lb. in order to be granted a Grade 1 certificate. The new B.S. 1870 lays down a standard for the boot as well as the toe-cap. All boots and shoes should have an internal steel toe-cap which conforms to the Grade 1 certificate. In many cases the manufacturers fit full chrome uppers with a variety of soles and nailing to suit the type of work undertaken. A variation which is becoming popular is the plastic toe-cap and counter. It has been found that these resist abrasion much better than leather. This type of toe-cap has also proved of value in the chemical industry as it is resistant to both alkali and acids. In use, it is difficult to distinguish readily between a leather or a plastic covered toe-cap. It is now possible to obtain attractive types of shoes for female employees which incorporate the concealed steel toe-cap. These are reasonably priced and if the employees can be persuaded to wear them they will also reduce slipping accidents and tiredness because of their well-designed heel and sole.

Plastic Boots

For some months a few firms have been experimenting with P.V.C. uppers. In some cases the tongue is made from leather and there is a leather reinforcement behind the lace-holes. In sample pairs where this has not been done it has been found that the fronts are liable to damage at the lace hole. Synthetic soling materials, which have a very long life are available but in wet and greasy circumstances they can be extremely treacherous through slipping.

Rubber Ankle Boots

These are cheaper in initial cost and maintenance upkeep. The internal steel toe-cap to B.S. 953 Grade A1 standard is now available in various makes of rubber ankle boots. For many types of work this boot is the most suitable.

Clogs

In two very different classes of industry, the wet and the hot occupation, clogs are still widely used. For hot work, the wooden soled clog suffers less from heat than any other form of footwear. In these cases it is advisable for the clogs, when not in use, to be stood in water so as to prevent the soles drying out. Where essential, clogs with asbestos uppers and double wooden soles with an air space between are comfortable where work on very hot floors has to be undertaken. For work on wet floors the clog is warm and is little affected by chemicals. Uppers are available in leather, rubber and P.V.C. The internal steel toe-cap is fitted by several clog manufacturers. The soles can be supplied with irons, beryllium copper, gunmetal or rubber "irons" in addition to leather strips, studs or bars. Scrap balata belting fitted either alone or between irons has been found to give a reasonably non-slip surface.

Canvas Shoes

Sandals and shoes with rope soles are excellent for canteen workers. The sole is virtually non-slip even on greasy tiled floors and is long wearing. This type of low cost footwear is also popular in the textile industry. Where there is a risk of sparks, rope-soled overshoes can be readily slipped on to ordinary footwear when a person enters the danger area.

Special Types

Many suppliers use acid-resistant or rot-proof thread for stitching the uppers and soles of leather footwear, and it is worthwhile to insist that this type of thread be used as it has greater strength and longer life. A few manufacturers are now using *Terylene* thread for stitching soles; where acid conditions are likely to be encountered, this is a great advantage.

Rubber boots can be obtained in several lengths and weights, half-Wellington, knee or Wellington, three-quarter which comes above the knee and has a straight top, and the hip boot. In some of these the steel toe-cap is included. White rubber boots for dairy work or tetra ethyl lead blending can be purchased. An unusual boot for constructional workers is one which has a rubber upper and leather sole. It is water-

Above. Half-section of protective shoe showing steel toe-cap (*courtesy, Protective Footwear Service Ltd.*). Below: Furnacemen's asbestos leggings (*courtesy, Safety Products Ltd.*)

proof, has an exceptionally long life and can be repaired with almost the same ease as a normal leather boot. The soles can be nailed, plated or ironed. It is, however, more expensive than either leather or rubber boots.

Boots made of a special grade of acid resisting rubber are available when severe conditions have to be overcome. Finally, among these special types of boots are those made from conducting rubber for use where there is risk of explosion due to a build-up of static electricity.

Leg and Knee Protection

Where work which involves a considerable amount of kneeling is encountered such as in coal-mining or asphalt flooring, knee pads can be of considerable help. It has been found, however, that they do not always prevent bursitis or beat knee. The pad should be flexible, soft and not fit too closely, and at the same time dust and grit must not come between it and the knee. Probably the best solution is to have a sponge rubber or viscose pad sewn inside the trouser leg with a leather patch on the outside to take the wear. Where splashes of hot metal are likely to be encountered, asbestos leggings mounted on a sprung metal frame which can be thrown off very quickly are useful. They possess the disadvantage that they do make the legs hot and difficulty is found in getting men to wear them for long periods. If the moulder's boot is not being worn by foundry workers, leather spats can be issued and these offer reasonable protection from flying molten metal. They do not offer the same degree of protection as a properly designed boot, should the wearer step on to a casting whilst it is in a semi-molten condition.

Leggings

For protection against weather or acids there are many types of leggings made from rubber or plastic coated fabrics as well as from unsupported P.V.C. Over their life, it is probable that they are cheaper than the use of sacking, particularly as it is a common practice for a worker to use sacks which, when in a usable condition, are rather expensive.

Where men are working in very dusty conditions the leather legging similar to that worn by some chauffeurs does prevent the dust getting under and up the trouser leg.

Mr. Graham's next article will deal with respirators, breathing apparatus, dust masks and the like; in fact, with how to combat industrial "smog".

B.O.A.C. STAFF WELFARE STORY (continued from page 264)

representatives of privately owned airlines, who comprise the employer's side of the National Joint Council of Civil Air Transport whose membership is completed by representatives of more than twenty trades' unions.

National sectional panels deal with the negotiation of wages, terms and conditions of employment for various groups of employees, e.g., for pilots, engineering and maintenance staff, office staff, supervisors, catering staff (including stewards and stewardesses). These national sectional panels each have their counterparts at local level, representation at this stage being by B.O.A.C.'s own staff from the local airfield, factory or office. Local panels are free to deal with any problem affecting production or personnel, except wages and conditions which are agreed at national level. Monthly meetings are held also between the chairman and top executives of B.O.A.C. and the unions concerned when the report which is presented to the Board is discussed and agreed.

First-aid treatment at the main sick bay, London Airport.

Mr. Blair-Cunynghame maintains that the spirit and purpose of joint consultation matter more than the machinery, and he points out that one of the toughest problems dealt with by the Council machinery was the reduction of the staff of B.O.A.C. from 24,000 to 17,000 between 1947 and 1950, without a single day being lost through disputes.

The Corporation sets out to provide good wages, good working conditions, and opportunities for all employees to progress within the organisation and gain that satisfaction which comes through doing a good, worthwhile job. The realisation of these aims is the job of the chief personnel officer and his staff, and while Mr. Blair-Cunynghame feels that much still remains to be done before the goal is achieved, he looks with justifiable satisfaction upon the fact that during the past four years under the leadership of the chairman, Sir Miles Thomas, a deficit of £8 million has been turned into a profit and feels confident that his department is working along the right lines.

Sir Walter Monckton at BACIE Conference

(*Continued from page* 268)

help feeling some disappointment at at the lack of response to my Ministry's request that some of the larger industries should look at their apprenticeship schemes and see what adjustments could be made to make it possible for older school-leavers to obtain apprenticeships. Thirdly, I wish to emphasise the importance of industry making proper use of those who have been trained.

"There is much evidence today, of the deep-seated human need for knowledge and the recognition of the wider understanding necessary to interpret changes in the pattern of the economic and political framework. The problems before us as a nation are drawing the worlds of industry and education closer together and making us think and talk more about the really important things of life—social justice, art, beauty, and all the things that enrich our lives, that make up the good life."

Five other papers were read, including three of a specialist appeal and one by Professor C. A. Mace (Professor of Psychology, Birkbeck College) and one by Sir Geoffrey Vickers, V.C., (National Coal Board),

Last Month's Harrogate Conference

British Management Takes Stock and Looks Ahead

Senior executives from all branches of industry, trade and commerce attended last month's Harrogate conference of the B.I.M.—the largest since the Institute's inception in 1947. Management's vital rôle in modern industry was the theme which received repeated emphasis from successive speakers.

By A SPECIAL CORRESPONDENT

THE sixth annual conference of the British Institute of Management held at Harrogate last month was attended by 800 senior executives from all sectors of industry, trade and commerce. Not only managers were present—trade unionists, university lecturers and research workers had come to tell industrialists about their own activities or to hear managers speak about their problems ranging from ergonomics, the scientific study of human work, to co-operative selling in overseas markets.

Lord Reith, chairman of the Colonial Development Corporation opened the conference with an address on "The Executive Emergent." He told industrialists that the division between trustee directors and executive managers was disappearing. More directors were executives and more executives were directors. He urged industry not to eliminate the distinction between executives and directors unless they realised what was involved. He touched upon significant issues which were being raised by the changing character and climate of management. How far, he asked, was the manager responsible to the stockholder, staff and workpeople, the consumers and the community.

At another full session of conference members, Mr. Peter Thorneycroft, President of the Board of Trade, revealed that industry was now contributing more funds on a voluntary basis to the B.I.M. than it received by way of a Government grant. The more independent the Institute could become of Governments, the deeper its roots in industry could grow, he said.

A Precious Commodity

One of the best signs of modern times was the realisation by Managements that skilled workers were a precious commodity that the nation could not afford to waste. **Mechanisation had come to stay with widespread repercussions on the human aspects of factory life. But if that life was dull, monotonous or depressing, the fault lay not with mechanisation but with management itself.** The manager who failed to make the worker feel that his job was contributing usefully to the finished product, and to demonstrate that he was a member of a friendly, vigorous and skilled team was not the kind of manager required today.

We must not think only of the few people at the top, but of the whole management structure which extended from the managing director through all levels to the junior foreman. People are born with different gifts and the gift of leadership was perhaps the rarest. But most gifts could be improved by training and money spent on developing the qualities of leadership, of judgment and responsibility among young men in industry was money well invested.

The Ergonomics in Industry

An experimental physiologist and an experimental psychologist spoke to one of the largest section meetings of the conference on the contribution that ergonomics could make to industry. Dr. H. D. Darcus, physiologist of Oxford University, outlined the scope of ergonomic research. He explained how scientists were examining the problem of how rest pauses could best be used to increase efficiency. It was usual for British workmen to use rest pauses to 'have a drag at a cigarette, or to fill in football pool coupons.' But in some Swedish industries more energetic methods were used. Workers who were employed in cramping positions often did Swedish drill in their rest periods (see page 267). He was not suggesting, however, that hefty British workers should do such drill or even ballet during their rest pauses, but possibly such exercises could have some value for sedentary workers.

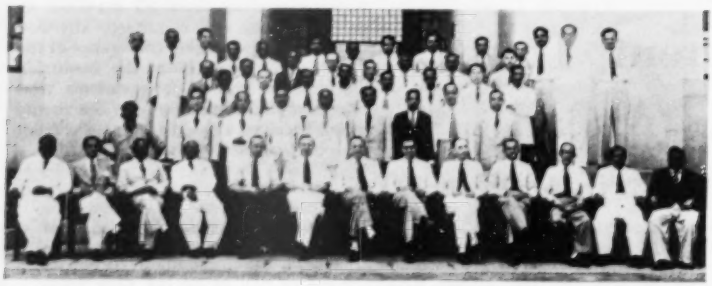
One important innovation at this year's conference was a session devoted to the "Contribution of the Doctor to the Management Team." Dr. J. J. O'Dwyer, chief medical officer of Unilever Ltd., said that the industrial doctor and nurse must have a knowledge of the organisation in which they worked and an interest in all its problems. It was essential, however, for them to be given an opportunity to discuss with personnel managers, engineers and technical experts an agreed policy on health matters and the best means of implementing such a policy. **There was no place in industry for the fledgling doctor, he said. In industry the doctor had to be skilled at his job but in addition he needed experience of the social and economic background of workers, their human problems at home as well as on the shop floor.**

Mr. H. E. Matthews, national industrial officer of the National Union of General and Municipal Workers, told members at a sessional meeting that while the emphasis today was on motion economy quite often the nationalising of job layout and physical movement was undertaken as a preliminary to time rating, and it was not surprising that time and motion study was viewed with a mixture of cautious suspicion and even downright resentment. Any modification of the workers attitude depended on their being satisfied that time study would enable him to perform his tasks more effectively and with less fatigue, assume him higher real earnings, greater security **and the right to be consulted both individually and effectively on the methods, purpose and aims of motion economy.** Trade unions had constantly under review the development and extension of these techniques and were steadily equipping their officers and members with training and experience to meet the problems they raised. Ignoring the existence of motion economy and time study or damning them with negative abuse would not halt their development; they must be studied and their practical usefulness and limitation understood and brought to the bargaining table.

Increasing Productivity

In the final speech of the conference on November 14., Sir Ewart Smith, technical director of I.C.I. and a member of the British Productivity Council told industrialists that the main responsibility for increasing productivity and the standard of life in Britain lies with employers and managers not with workers or the Government. During the past half-century the U.S.A. had been increasing her output at the rate of about three per cent. per annum. Our rate of increase was 1½ per cent. We were only just turning in our sleep. We had a long way to go in realising the technique of management. Like the Americans we had to make it plain to workers that the more they produced, the more they could have. But, he said, we had to make work interesting and fun for far more people.

GOOD AND FAITHFUL SERVANTS



These fifty-one members of the staff of *Dunlop Malayan Estates, Ltd.* recently received awards for long service. Their combined service adds up to 1,050 years.

Management Meets In The New World

NEARLY 1,000 personnel executives attended a special conference on the improvement of supervision in business and industry which was held in Chicago by the American Management Association during November 30 and December 1.

Representatives of twelve industrial, educational and research organisations reported on their experiences with supervisory development selection, compensation, morale-building, communications and appraisal.

Among the subjects covered were: a comparison of the physical factors and the "extras" that influenced supervisory morale; supervisory compensation—including bonuses, stock-purchase plans and other forms of financial incentive; keeping the supervisor fully informed of management plans and policies; selection of supervisory candidates; and supervisory development.

Available for inspection throughout the conference was a special A.M.A. exhibit of company forms, charts, and other graphic material related to the discussion topics. Also illustrated were the complete supervisory development programmes of several leading firms.

SOUTH AMERICA, too, is to have its share of managerial discussion. In February 1954, the 10th International Management Congress of CIOS (Comité International de l'Organisation Scientifique) is being held in Sao Paulo, Brazil as part of the celebrations of the 400th anniversary of the city. The first CIOS Congress of this nature was held at Prague in 1924 and the last at Brussels in 1951. Attendance at some has been as high as 2,009 drawn from all types of professions—business planning, personnel management, accounting, industrial psychology, agricultural management and so forth.

The central theme of the Sao Paulo Congress is to be the "Leadership Rôle of Management" and eight National Committees—representing Belgium, Netherlands, Switzerland, Italy, Sweden, France, the United Kingdom and the U.S.A.—are collecting data for papers connected with this theme.

Forces' Re-settlement

THE Advisory Council on Relationship between Employment in the Services and Civilian life has reviewed the progress made on a number of its recommendations. On re-settlement, progress was excellent. Regulars coming from the Forces are welcomed by industry; good use is made of skill acquired in the Services and there are many and varied opportunities for men and women of all types.

Almost 20,000 ex-Regulars, of whom about 500 were officers, were placed in permanent employment in the past year by the Ministry of Labour, and many others were finding employment through voluntary organisations or by their own efforts. The chief difficulty experienced was in finding suitable employment for the older Regular officer and the best hope lay in the removal of age restrictions in many forms of employment.

For Future 'Space-Men'

THE advertising profession is the subject of No. 44 in the Choice of Careers series of booklets issued by the Central Youth Employment Executive, which is obtainable from *H.M.S.O.*, price 9d. Particulars are given of the qualities, specialised abilities and educational standards required by entrants to the profession, together with details of the practical training and facilities for professional studies. Details are also included of openings, salaries and prospects of advancement.

Wages News

THE Report of the Court of Inquiry, appointed by the Minister of Labour and National Service to investigate the dispute between the National Federated Electrical Association and the Electrical Trades Union, records the conclusion that neither side can escape responsibility for the situation which has arisen. Both made unfortunate errors of judgment and conduct, each was suspicious of the other's motives and methods and in the result neither side operated the industry's joint machinery of negotiation to its full effect.

The Court suggest that there should now be an early meeting of the Joint Industrial Council for the industry and an earnest endeavour made by both sides to resolve outstanding differences.

* * *

THE Engineering and Allied Employers' National Federation have rejected a claim by the Confederation of Shipbuilding and Engineering Unions for a 15 per cent wage increase. The employers claimed that, between January, 1948 and July, 1953, the cost of living had increased by 35.6 per cent, while wages in the industry had, in fact, risen by 48 per cent for time-workers and by 47 per cent for payment-by-result workers in the same period. (An employees' spokesman had claimed earlier that the cost of living had risen by 41 per cent and wages by 34 per cent.)

* * *

THE Retail Bread and Flour Confectionery Trade Wages Council (Scotland) held its first meeting on November 4 in Glasgow. The initial steps consequent upon the establishment of the Wages Council were taken and it was arranged that the Council will meet again early in the New Year.

Conferences

THE National Production Advisory Council on Industry held a short "background" conference on November 6, at the Treasury, Great George Street, S.W.1. The Council have also made new arrangements for supplying information to the Press on its meetings.

* * *

THE Scottish Industrial Groups Advisory Council held a one-day Scottish Industrial Safety Conference on November 19, at the Glasgow City Chambers. The Conference was opened by the Earl of Home, Minister of State for Scotland, who spoke on "Common Accidents In Industry". Other papers presented were on "Building Hazards", by H. Payne, O.B.E., Chief Safety Officer, I.C.I.; "Building Hazards", by P. E. Trench, O.B.E., managing director, Bovis Ltd., London; "Management's Part In Accident Prevention", by Sir Charles Bartlett,

(*Continued on page* 286.)

London Industrial Plant in Mock Atom Bomb Attacks

By G. L. WARD

Close co-ordination between the public and industrial civil defence forces was the keynote of two recent studies on the effects of possible atomic attacks in the London Civil Defence Region. One exercise, which was attended by representatives of more than 100 industrial organisations, took place in Middlesex; the other envisaged an attack on Port of London dock installations.

AN area of 25 square miles, incorporating a mixed industrial and residential district of Middlesex, was the subject of the seventh of a series of studies to be held in the London Civil Defence Region to examine the effect of an atomic bomb explosion on various aspects of the life of a densely-populated locality. The exercise—which was held at the premises of the General Electric Co. Ltd., at North Wembley—was conducted in two phases, the first taking place on October 26-27, and the second on October 29-30.

Organised by Middlesex County Council in conjunction with the Home Office, the test was concentrated on the expected effect of such an explosion on the industrial and public service undertakings established in the area.

At a given hour, a hypothetical atom bomb—the equivalent of 20,000 tons of T.N.T.—was taken to have exploded at one-eighth of a mile above Willesden Electricity Generating Station. Realism was added to the study by the assumption that a number of atom bombs had shortly before exploded in other parts of London, thereby depleting the resources which might otherwise have been available to assist in Middlesex and also adding substantially to the population in what had become a reception area for the homeless from other affected areas of London.

Particular attention was paid to the participation of industrial civil defence organisations and, after the test, satisfaction was expressed by the organising officers on the part they had played.

A call for the integration of the Industrial Civil Defence Service was made during the course of the study by the Home Secretary, Sir David Maxwell Fyfe. Indicating that it was now little more than two years since the Government first invited industry to undertake responsibility for certain aspects of the civil defence plans, Sir David said that notable progress had been made during this short period, **but if the Government's plan for the protection of our principal industrial towns was to be effective, there must be the closest collaboration between the industrial and public civil defence services.**

The Government aimed to build up civil defence strength both in the public services and in industry and so to organise their operations that they could work effectively in war. How best to achieve that object, however, depended largely on detailed examination of local circumstances by the local authority and representatives of industry and commerce in its area. For this reason, Sir David continued, he was glad that the Middlesex County Council had staged this exercise which, he thought, would bring out clearly the problems involved in an extensive area of industrial development.

"Attack" On The Docks

Another important exercise—this time to determine the effect of an atomic bomb air burst on a port—took place in London early in October, and was based on an assumed attack on the Port of London. For the purposes of this study, scientific advisers of the Home Office, armed with their knowledge of the results of the atomic explosions which took place at Nagasaki, Hiroshima and

(*Continued on page 287.*)

A scale model of the dock area of the Port of London, used during the recent civil defence exercise.

New Canteens No. 7

A Model Canteen for The Large Factory

A staff of twenty-two, using modern, labour-saving equipment, successfully copes with the job of supplying nearly 1,500 meals daily at the new canteen opened by Leyland Motors Ltd. Installed by Stott's of Oldham, and under the general jurisdiction of the Ministry of Supply, the canteen points an object lesson in catering.

A FEATURE of industry since World War II is that all sections of it have become increasingly "canteen conscious," and the number of firms who can point with no little pride to what they have achieved in this direction runs into many thousands. Even so, it is no exaggeration to say that the canteen opened a few months ago by Leyland Motors Ltd. at their well-known Leyland (Lancs) factory could serve as a model for any works of a similar size. "Something for all pockets and tastes!" most aptly and literally describes this venture in industrial welfare.

Installed by James Stott & Co. (Engineers) Ltd., of Oldham, the Leyland canteen is one of the most up-to-date in the world. Housed in a completely new building specially designed for the purpose and air-conditioned throughout, the canteen has been laid out to cater for 1,500 people, and, as a result of the kitchen having been planned on the "continuous flow" principle which cuts out unnecessary movement, as many as 1,000 people can be served in 10 minutes.

Seating accommodation in the canteen is in three parts: first, there is the general dining hall which seats well over 1,000 at tables for 20; second, the staff mess set out to serve 150 meals per sitting; and, third, the executives' dining-room. Separating the kitchen from the main dining hall, is a 69 ft. long service counter, equipped by Stott's in stainless steel and fitted with heating wells and bains-marie, at which six streams of customers can be served simultaneously. One of these queues is reserved for customers who have bought tickets in advance and here service is noticeably swifter. At the opposite end of the main hall is a stainless-steel snack bar which serves sandwiches, salads, snacks, cakes and the like. Here, during warm weather, the works police have to control the midday stampede.

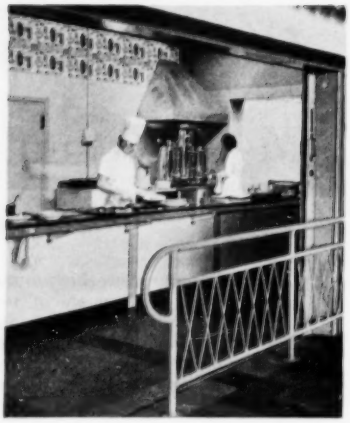
Throughout the entire canteen—in the main dining-room, staff mess, and executives' dining hall alike—decoration and lighting have been selected to give a light, airy, modern effect, and, as a mark of thorough planning, there has been seating set aside in the main hall for those who wish to bring their own food. There are also two bays, equipped with *Magna* boilers, near the snack bar for those who wish to make their own tea and other drinks.

As in the case of the general canteen, the staff mess and the executives' dining-room have their own entrances but both share a subsidiary service room equipped also with bains-marie, hot storage wells and a stainless-steel counter.

Forming the fourth division of the Leyland canteen is, of course, the kitchen in which every necessary hygienic and labour-saving device has been installed. Among other equipment, the kitchen boasts six boiling pans, six food steaming ovens, a four-pan frying range, two grillers, two roasting ovens and a pastry oven. One or two instances of how Stott's have ensured the "continuous flow" principle referred to earlier are as follows. In the vegetable preparation section, with its two electric potato peelers, the food is progressed either via a battery of boiling pans, or via the frying ranges, in a straight line to the hot cupboards behind the service counters. Similarly, from the pastry section, cakes, buns, sausage rolls, puddings and so forth travel via a battery of ovens to the service counters or snack bars.

The fourth section of the kitchen is that dealing with (on the face of it) the prodigious task of washing-up, but here again modern equipment and careful planning make comparatively light work of it. This section is laid out with separate benches and sinks for pans and other utensils, and an electrically-operated dish-washer adjoins the crockery storage racks.

The net result of building this new canteen is that Leyland's can supply well over 1,000 of their workers and staff with an ample daily meal of soup, hot or cold meat or fish, vegetables, sweet, bread and a hot drink not to mention the choice available at the snack bar, at prices which, to say the very least, are extremely popular.



Behind sliding shutters, is the service counter for the staff mess.

After the dinner-hour, the main dining hall stands spacious and deserted except for a solitary cleaner. The hall is particularly light and airy with continuous windows down each side, clevestory lights and cheerful decorations.

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New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

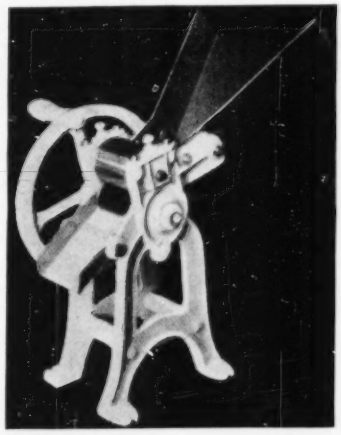
Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph. We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

Canteen

NEW REFRIGERATOR

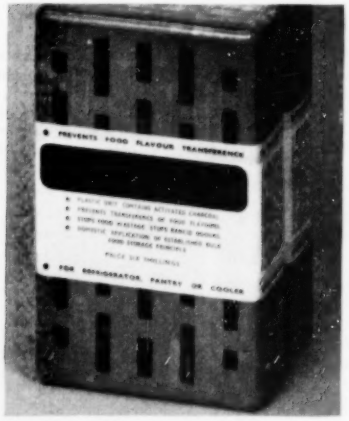
A DRUM-SHAPED refrigerator of completely new design is now on the market. This refrigerator is claimed to be capable of storing and dispensing ice-cold bottled or canned drinks on a continuous basis.

The makers say that each unit can dispense up to seventy-two cooled bottles or cans per hour. As a fresh container is inserted at the top, a completely cooled one is automatically ejected from the side. This new-type cooler ensures availability of ice-cold or chilled drinks at any time. **(PM/709.)**



FOOD FRESHENER

THIS food conditionaire contains active charcoal which is claimed to prevent food flavours being transferred. Needing no installation, it is simply placed next to the freezing unit in a refrigerator and is said to "catch"



food smells which habitually cross in the refrigerator, larder or pantry. In a compact plastic container, the makers say that it will last from nine to twelve months. **(PM/710.)**

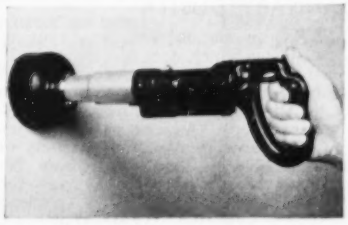
VEGETABLE PREPARER

THIS machine is claimed to be an efficient means of slicing beans or shredding lettuces, cabbages and other vegetables and foodstuffs. It is finished in cream stove enamel, has cast steel knives, and base dimensions of 7 in. by 6 in. It has a capacity of 1 bushel of beans in 15 minutes. **(PM/711.)**

Maintenance

EASY FIXING

HERE is a new high-speed cartridge hammer fitted with a barrel silencer which is claimed to fix studs into brick, concrete, steel, etc., without predrilling, tapping or plugging. The propulsive power is provided by blank cartridges of suitable strength, thus eliminating the need for an external power supply and the lengthy, expensive process of drilling and plugging, grouting in or drilling and tapping. The steel studs can be supplied with flat heads as a substitute for nails or screws and a wide variety of standard studs and rivets are available in each diameter size. **(PM/712.)**



NEW ELECTRIC SPRAYER

HERE is a new sprayer which is claimed to be different from any other at present on the market. It has no compressor, motor or shoulder support and a supply of nozzle discs is included with it to suit a variety of

enamels, lacquers and insecticides. This sprayer, say the makers, can be used for spraying light oils to keep machinery rust free, for insect control, painting concrete, etc., and is available in several models to accommodate different voltages. **(PM/713.)**

Handling

HYDRAULIC LOAD CLAMP

THIS clamp is a useful attachment for the handling and stacking of crates, boxes, etc. The clamping arms are actuated by two double acting hydraulic cylinders, one for each arm, the fluid being supplied from the truck hydraulic system. The control lever

is situated to the right and within easy reach of the operator. A separate pressure relief valve is incorporated by which means the clamping force may be adjusted to suit the loads to be handled. It is claimed that the arms can be adjusted laterally to coincide with the spaces between the loads to be picked up without the necessity of moving the truck. **(PM/714.)**

PETROL DRIVEN WHEELBARROW

THIS wheelbarrow is said to carry as much as three men would normally push in ordinary wheelbarrows under the same conditions. It has a 3 h.p. 4-stroke petrol engine, and uses about a gallon of petrol a day. It is claimed by the makers that it is powerful enough to climb steep ramps, and has a choice of interchangeable bodies, either a hinged tipping skip for loose material in bulk, or a hinged tipping flat platform for loads that can be stacked. **(PM/715.)**

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Hygiene

AIR REFRESHER

THIS unit is a process of making an electrical discharge in the air, of a volume regulated by the size of the quartz bulb within the unit. The action of this discharge continually changes the oxygen content of the air in a room. When switched on, it continually splits the molecules of oxygen, the two halves of a split molecule part company and each attaches itself to a whole one. The molecules then burn

up by oxidation the poisons and germs in the air, destroying smells and lowering harmful bacteria to a safety level. For workrooms, public and private toilets, kitchens and canteens. **(PM/716.)**

SANITARY DUSTER

NOW on the market is a type of duster which does not temporarily remove dust from surfaces where it is visible and transfer it to the air (which is what happens when an ordinary duster is used). As soon as the surface of this duster touches any particle of dust, it holds it fast in its fibres. No shaking through the window, say the makers, but a quick fold and a clean surface is available. **(PM/717.)**

Heating

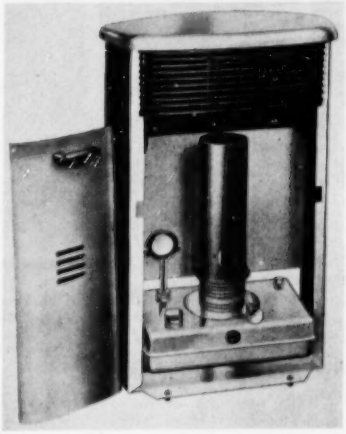
GAS FIRED HEATER

THIS gas fire is claimed to have many advantages as follows: it is less costly to install than a steam or hot water system, running costs are kept to a minimum as there is no waste, recirculation making full use of all heated air and is controlled by means of an automatic room thermo-

stat. A quick rise in temperature can soon be achieved as the warm air is evenly directed to the floor by mechanical means. **(PM/718.)**

ECONOMICAL WARMTH

HIGH heat-output with remarkable fuel economy are two of the main features claimed for this new wick-type, paraffin burning, blue flame heater which has just been put on the market. The heat-output in figures is



6,000 B.T.U. per hour, with one gallon giving at least twenty-four hours continuous burning at full heat. Other advantages claimed are that the heater is odourless, smokeless and has a special non-spill filler can which makes refuelling an easy, simple job. Overall dimensions are 30 in. in height by 19 in. wide by 11¾ in. deep. **(PM/719.)**

Safety

NON-SLIP POLISH

A NEW non-slip floor cream has recently come on the market. It is suitable for all types of polishable flooring and linoleum, including stone and tile floors. It thoroughly cleans the surface before giving a polish, and is claimed to be definitely non-slip.

It is also said to be very economical in use and for best results should be used very sparingly—one pint being sufficient for approximately 2,000 sq. ft. of flooring. It can be applied by any of the usual methods and after application should be allowed to dry for a few minutes before polishing.

(PM/720.)

FOR EYE AND FACE PROTECTION

A NEW visor is now available for use over long periods by both sexes. Special features are claimed to include easy adjustment for head size, non-hair-catching swivels, wide vision, and it can be worn with prescription spectacles. The visor can be swivelled off the face when not required. The visor gives effective protection against acid splashes, metallising, welding glare, etc. **(PM/721.)**

ADVERTISER'S ANNOUNCEMENT

SITUATION VACANT

UNITED PLANTERS' ASSOCIATION OF SOUTHERN INDIA, Headquarters Coonoor, Nilgiris Hills, S. India, with equable healthy climate, invites applications for the post of Deputy Secretary. The objects of the Association include those of an Employers' Federation as well as those of a Chamber of Commerce, for plantation problems. The gentleman selected will be appointed with a view to his later appointment as Secretary as soon as the Association considers practicable, but within five years from the date of his appointment.

A candidate *must not be more than 45 years of age*, must have considerable experience in Industrial relations and negotiations with Trade Unions, and should preferably be either a Chartered Secretary or a member of the Institute of Personnel Management. Legal, accountancy or statistical training will be a qualification for the appointment. Ability to speak or quickly learn one or more South Indian languages is important but at present not essential.

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Six months' leave on pay will be granted at 3½ years' service, and return passages (including those of wife and children in India) will be paid by the Association.

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Applications, giving details of the candidate's experience and qualifications, age, family, recreations, and accompanied by not more than three testimonials or names of persons of standing to whom reference may be made, must be addressed to The Secretary, Upasi, Coonoor, so as to reach him not later than the 31st December, 1953.

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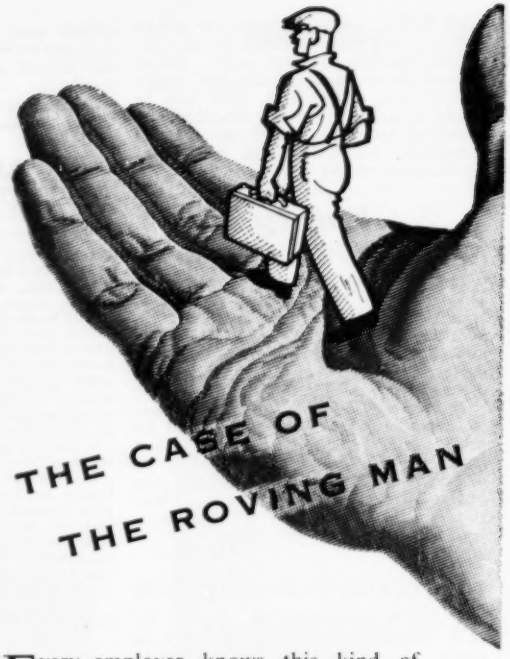

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS

No. 1442. The Retail Furnishing and Allied Trades Wages Council (Great Britain) Wages Regulation Order, 1953. Dated September 28, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 9d. (Revokes Orders R.F.A.(12) and R.F.A.(14) and increases the statutory remuneration.) Operative from October 23, 1953.

No. 1445. The British Transport Commission (Pensions of Employees) Regulations, 1953. Dated September 29, 1953, made by the Minister of Transport under Section 27 of the Transport Act, 1953(a). *H.M.S.O.* 6d. (Provides for the preservation of the pension rights of employees of the British Transport Commission who cease to be in the employment of the Commission, or suffer a change in the nature or terms of their employment in consequence of the Transport Act, 1953, which provides for the denationalisation of road haulage, etc.) Operative from October 13, 1953.

No. 1463. The Laundry Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated October 2, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends the Laundry Wages Council (Great Britain) Wages Regulation Order, 1952 (Order W.(69)), by increasing the statutory minimum remuneration fixed by that Order.) Operative from October 19, 1953.

No. 1486. The National Health Service (Remission of Dental Charges) (No. 2) Order, 1953. Dated October 5, 1953, made by the Minister of Health under Section 4 of the National Health Service Act, 1952(b). *H.M.S.O.* 2d. (Provides for the remission of charges imposed by Section 1 of the National Health Service Act, 1951, in the case of dentures supplied as part of a course of clinical dental teaching at certain teaching hospitals.) Operative from October 15, 1953.

No. 1497. The Retail Bookselling and Stationery Trades Wages Council (Great Britain) Wages Regulation (Amendment) Order, 1953. Dated October 8, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 3d. (Amends Orders R.B.C.(6) and R.B.C.(10) by increasing the statutory minimum remuneration fixed by those Orders.) Operative from October 30, 1953.

No. 1501. The Hairdressing Undertakings Wages Council (Great Britain) Wages Regulation Order 1953. Dated October 9, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 6d. (Revokes Orders H.U.(8) and H.U.(10) and sets out the statutory minimum remuneration, and amends Order H.U.(4) by (a) altering the definition of "customary holiday," and (b) providing the method of calculating the amount of accrued holiday remuneration payable to a worker on leaving his employment in the circumstances specified in the Schedule.) Operative from November 2, 1953.

No. 1506. The Retail Newsagency, Tobacco and Confectionery Trades Wages Council (England and Wales) Wages Regulation (Amendment) Order, 1953. Dated October 12, 1953, made by the Minister of Labour and National Service under Section 10 of the Wages Councils Act, 1945(a). *H.M.S.O.* 6d. (Revokes Orders R.N.T.(10) and R.N.T.(12) and sets out the statutory minimum remuneration payable and holidays to be allowed in lieu of customary holidays.) Operative from November 6, 1953.

No. 1526. The National Insurance (Local Advisory Committees) Amendment Regulations, 1953. Dated October 21, 1953, made by the Minister of Pensions and National Insurance. *H.M.S.O.* 2d. (Makes Draft Regulations to extend the functions of Local (National Insurance) Advisory Committees operative from October 26, 1953.) (See P.M. & W., page 236, November, 1953.)

No. 1544. The National Insurance (Contributions) Amendment (No. 2) Regulations, 1953. Dated October 23, 1953, made by the Minister of Pensions and National Insurance under Sections 2 (5) and 5 of the National Insurance Act, 1946(a). *H.M.S.O.* 3d. (Revokes and replaces with amendments the provisions of the National Insurance (Contributions) Regulations, 1948, as amended, relating to exception from liability for, and the crediting of, contributions for periods during which a person is undergoing full-time education, full-time, unpaid apprenticeship or full-time training at a course approved by the Minister of Pensions and National Insurance.) (See page 286) Operative from November 2, 1953.

No. 1545. The Mule Spinning (Health) Special Regulations, 1953. Dated October 26, 1953, made by the Minister of Labour and National Service under Section 60 of the Factories Act, 1937(a). *H.M.S.O.* 3d. (Specifies the type of oil to be used for oiling mule spindles in factories in which the spinning of cotton, staple fibre, and mixtures of cotton and staple fibre by means of self-acting mules is carried on and provides for the periodic medical examination of persons engaged in such spinning.) Operative from July 1, 1954.

INDUSTRIAL COURT AWARDS

No. 2471. Government Industrial Establishments. Reference: Claim by Trade Union Side of Shipbuilding Trades Joint Council that men conducting stores by rail be paid overtime at normal rates. **Award:** Provisions made for the payment of workers while travelling in Department's service at relevant rates for the hours when that travel is undertaken. (5/10/53.)

No. 2472. Cocoa, Chocolate and Sugar Confectionery Manufacture. Reference: Dispute arising as a result of Union's request for a single group method of paying piece-rate earnings. Workers concerned: stockroom employees at Cadbury Bros. Ltd. **Award:** Claim established. (7/10/53.)

No. 2473. Electricity Supply Industry. Reference: Claim for regrading post of the District Accounting Officer, Southampton. **Award:** Claim not established. (15/10/53.)

(Industrial Court Award No. 2469 [see our November issue, page 236] awarded an increase of 1d. an hour in scheduled rate for males and ½d. an hour for females, and not, as stated, an increase of 1½d. an hour in each case).

INDUSTRIAL DISPUTES TRIBUNAL AWARDS

No. 432. Grading of an Officer Employed at a Hospital in London. Claim: That the post of clerical assistant, Physiotherapy Department, St. James Hospital, be graded in grade B of the appropriate salary scales (£225 at 18 rising to £370). **Award:** Claim not established. (15/9/53.)

No. 433. Basic Rate of Wages of certain classes of workers Employed by a firm of Malleable Ironfounders at Derby. Claim: That trimmers and straighteners should be paid the same rate as dressers. **Award:** Claim not established. (18/9/53.)

No. 434. Rates of Wages of Domestic and Similar Grades of Staff Employed in Hospitals throughout Great Britain. Claim: For a substantial increase in existing rates of pay. **Award:** That the rates of wages of the workers concerned shall be increased by 4s. per week for men and 3s. per week for women. (21/9/53.)

No. 435 Salary scales of Clerical Staff Employed at the Chief Office of the Refuge Assurance Co. Ltd. Claim: For improved scales of salaries for male and female members on the permanent clerical staff at the Company's Chief Office. **Award:** That Grade 1 clerical staff shall be awarded an increase of 5s. per week at 21 and over (2s. 6d. for those under 21) in the case of males, and of 4s. (and 2s. 6d.) in the case of females. Minimum salary scales for Grades 2, 3, 4 and 5 shall be increased at all stages by 5s. per week for males and 4s. per week for females. (21/9/53.)

No. 436. Grading of a Local Authority coming within the purview of the National Joint Council for Local Authorities' Services (Manual Workers.) Claim: That the Urban District Council should observe the decision in regard to grading reached by the National Joint Council for Local Authorities' Services (Manual Workers). **Award:** Claim established. (24/9/53.)

No. 437. Terms and Conditions of Employment of certain Workers Employed by a Manufacturing Firm at Leeds. Claim: That the company should observe in respect of female workers employed in their pin department the terms and conditions relating to females provided in a specified agreement in the engineering industry. **Award:** Claim established. (24/9/53.)

No. 438. Rates of Wages of certain Workers Employed by a Firm of Photographers and Photographic Dealers at Kirkcaldy. Claim: For an increase in wages.**Award:** Increase of 5s. per week for workers 21 years of age and over, 3s. per week for those 18 and under 21 years of age and 2s. per week for those under 18. (29/9/53.)

No. 439. Rates of Wages of Porters Employed in the Glasgow Fruit Market. Claim: For specified wage increases. **Award:** Minimum weekly rates of wages of the workers concerned to be as follows: under 18 years of age, £4; 18 and under 19 years of age, £4 5s. 0d.; 19 and under 20 years of age, £4 10s. 0d.; 20 and under 21 years of age, £5; 21 years of age and over (during qualifying period), £6; after qualifying period, £6 10s. 0d. (29/9/53.)

No. 440. Remuneration of Workers Employed on Maintenance and Repair Work by the Clyde Navigation Trust. Claim: For the introduction of a bonus scheme. **Award:** Claim not established. (29/9/53.)

No. 441. Rates of Wages and Conditions of Employment of Workers Employed in the Granite and Monumental Masonry Industries in Scotland. Claim: For increased wages in respect of those workers covered by the present bye-laws between the parties; for certain amendments to the bye-law relating to overtime; for a specified rate for labourers; and that the working conditions for labourers should be the same as those laid down for craftsmen. **Award:** Increase of 2d. per hour on the existing rates of wages in respect of granite-cutters, granite-turners, granite-polishers, bedsetters, leading saw-men and toolsmiths. In the case of the claim for the amendment of bye-laws relating to overtime, the claim was not established. The rate of wages for general labourers is to be 80 per cent of the rate for granite-cutters. Conditions of employment (other than wage rates) applicable to craftsmen shall be applied to general labourers subject to the proviso that employers may at their own discretion require labourers to start work before the normal starting time of 8 a.m. or to finish work after the normal finishing time of 5 p.m. (12 noon on Saturdays); any time in excess of the normal working hours to be paid at overtime rate. The Tribunal further award that the rates of wages and conditions of employment of labourers employed as saw attendants and tool grinders shall be the subject of individual arrangement between the employer and worker concerned. (30/9/53.)

No. 442. Grading of a Local Authority coming within the purview of the National Joint Council for Local Authorities' Services (Manual Workers). Claim: That the Urban District Council should observe the decision in regard to grading reached by the National Joint Council for Local Authorities' Services (Manual Workers). **Award:** Claim established. (30/9/53.)

No. 443. Grading of an Officer Employed at a Hospital in Surrey. Claim: That the post of senior wages clerk, Finance Department, King-

ston Group Hospital Management Committee, be graded in Grade C of the appropriate salary scales (£415 rising to £490). **Award:** Claim not established. (30/9/53.)

No. 444. Terms and Conditions of Employment of certain Workers Employed by a firm of Wholesale Druggists' and Chemists' Sundriesmen at Norwich. Claim: For the observance by the company of the terms and conditions as laid down in a specified agreement. **Award:** That the minimum weekly wages of the workers concerned shall be as follows: stock-keepers, order assemblers and checkers, 137s.; packers (goods, empties and returns receivers), 130s.; porters (loaders and unloaders and labourers), 128s.; women, 21 and over, 87s. Normal working hours shall be 44 per week. (2/10/53.)

No. 445. Conditions of Employment of Apprentices in the Electrical Contracting Industry in Scotland. Claim: That each apprenticeship shall provide for the compulsory attendance of the apprentice at a technical course up to the age of 18 years. **Award:** Claim established. (5/10/53.)

No. 446. Observance of the Terms of certain Specified Agreements by an Engineering firm at Seaford. Claim: That the employer should observe the terms and conditions laid down in specified agreements in the engineering industry. **Award:** Claim established. (6/10/53.)

No. 447. Terms and Conditions of Employment of certain Workers Employed by a firm of Retail Grocery and Provision Merchants at Lowestoft. Claim: For the observance by the company of the terms of a specified agreement. **Award:** Claim established. (7/10/53.)

No. 448. Terms and Conditions of Employment of certain Workers Employed by a firm of Umbrella Frame Manufacturers at Penistone. Claim: That the employers should observe the terms and conditions of employment as laid down in specified agreements. **Award:** Claim established. (10/9/53.)

No. 449. Rates of Wages of certain Workers Employed by an Engineering company at Dundee. Claim: That semi-skilled workers whose basic rate was 4s. or less under the skilled rate should receive an increase of 11s. per week in accordance with the terms of a specified agreement in the engineering industry. **Award:** Claim established. (13/10/53.)

No. 450. Terms of Employment of Professional Football Players in Scotland. Claim: For specified terms and conditions of employment: (a) that the minimum wage be applicable to all professional players based on a weekly rate and that the present rate be amended: (b) that transfer fees be so divided that one-third goes to a pool to be formed and shared equally among all League clubs at the end of the season; (c) that players on the transfer list receive an allowance calculated on average earnings. **Award:** (a) and (b) not established, but, under (c) some consideration to players on transfer list not in receipt of a playing contract recommended. (19/10/53.)

GENERAL

Accidents, How They Happen and How to Prevent Them. Issued by Factory Department Ministry of Labour and National Insurance (Vol. 17) *H.M.S.O.* 1s. (Descriptions of certain accidents notified to H.M. Inspectors of Factories at docks, factories, building operations and engineering construction, with suggestions on how these could have been avoided.)

Civil Defence Film Strips. 32, Atom Bomb, Its Effects and How to Meet Them. Part 2. Heat. *H.M.S.O.* 5s. 33, Atom Bomb, Its Effects and How to Meet Them. Part 3. Radiation. 5s. 34, Atom Bomb, Its Effects and How to Meet Them. Part 4. Blast. 5s. 35, Atom Bomb, Its Effects and How to Meet Them. Part 5. Effects on Personnel. 5s. 37, Bomb Reconnaissance Quiz.

Census of Production. Board of Trade. Reports for 1950: Vol. 1. Mining and Quarrying and the Treatment of Non-Metalliferous mining products other than coal; Vol. 6, Textiles and Distributive Trades; Vol. 11, Other Manufacturing Industries (including laundries). *H.M.S.O.* 2s.

Factory Form No. 342. Issued by the Ministry of Labour and National Insurance, June, 1953. *H.M.S.O.* 2s. (Describes precautions to be taken in the use of Ionising Radiations in Industry.)

Civil Service Arbitration Tribunal Award No. 231. Claim for revision of Salary scales in respect of Executive and Senior Executive Officers of the General Executive Class. *H.M.S.O.* 1s. 6d.

Drop Forging Industry. Report of the Committee on Conditions in the Drop Forging Industry. *H.M.S.O.* 1s. 6d. April, 1953.

Civil Service Arbitration Tribunal Award No. 230. (In respect of Engineering, Motor Transport, Supplies and Factory grades in the Post Office.) Claim for monetary allowance to replace existing night duty time allowance. *H.M.S.O.* 1s. October 1, 1953.

Post-war Building Studies (District Heating). *H.M.S.O.* Study 31, 7s. 6d.; Study 32, 10s.

Report of a Court of Inquiry into a Dispute between the National Federated Electrical Association and the Electrical Trades Union. Presented by the Minister of Labour and National Service, October, 1953. *H.M.S.O.* 9d. (Cmd. 8998) (Industrial Courts Act, 1919.)

December Diary for Management

BACIE

Dec.
9-11 **London,** 8 Hill Street, W.1. Three-day Course for Senior Management on "Running a Meeting."

BURTON MANOR

6-11 Adjustment To Industry. (Course No. 441). For entrants to industry.
6-18 Supervisory Management. (Course 440).
13-18 Management in the Smaller Firm. (Course 442).

INDUSTRIAL WELFARE SOCIETY

1-3 **Nottingham.** Course in Industrial and Factory Law.
3 **London.** "Speaking Successfully in Business and Public." (Lecture. Final Advice).
3 **London.** Canteens. (Half-day meeting).
3 **London.** Day Course for Welfare and First-aid Assistants.
4-7 **Eastbourne.** "Efficiency in the Office." (A week-end Course for Office Executives).
7 **London.** Foremen Training Discussion Group.
9 **Glasgow.** Manual Lifting and Handling Course.
10-11 **London.** Tenth Annual Conference for Directors and Senior Executives.

INSTITUTE OF INDUSTRIAL SUPERVISORS

11-13 **Ashorne Hill.** The Practice of Supervisory Management. (Week-end Residential Course).
12-14 **Wansfell,** Epping. "Human Relations, Communications and Discipline." (Week-end Residential Course).

INSTITUTE OF INDUSTRIAL TECHNICIANS

17 **Birmingham and District Branch.** (Members' Meeting).

INSTITUTE OF PERSONNEL MANAGEMENT

3 **London.** One-day Discussion Meeting.

INSTITUTE OF SECRETARIES

1 **London.** Annual General Meeting at Chartered Insurance Institute, 20 Aldermanbury, E.C.2.

INSTITUTION OF PRODUCTION ENGINEERS

1 **London.** Dinner and Dance at the Savoy Hotel.
2 **Wolverhampton** (Technical College). "Human Relations in Industry." (Lecture).
7 **Halifax,** White Swan Hotel. "Management for Production." (Lecture).
18-19 **Southern Section** (At University of Southampton). Second Conference on "Problems of Aircraft Production."

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

2 **London.** Discussions, Talks and Lectures.
7-11 **London.** Course III in Selection Methods.

PENDLEY MANOR

7-12 **Tring.** Course for Foremen and Supervisors.

ROFFEY PARK (HORSHAM)

7-11 Five-day Course on Human Relations in Industry and Commerce.

PERSONNEL NEWS BULLETIN (continued from page 276)

chairman, Vauxhall Motors Ltd.; and "Training As An Aid to Accident Prevention", by J. B. Longmuir, M.B.E., director of welfare, National Coal Board.

THE British Council For Rehabilitation met on November 25 at the University Medical Library, Sheffield, on "Can Disabilities Be Overcome"? Altogether six papers were presented on various aspects of industrial rehabilitation.

General Agreement

THE National Advisory Committee on the Employment of Older Men and Women met on November 5 under the chairmanship of Mr. Harold Watkinson, M.P., Parliamentary Secretary of the Ministry of Labour and National Service, to consider the public reactions to its First Report. These were generally favourable and showed widespread sympathy for the objects of the Report. The Committee planned the next stage of its work, which will include giving more guidance as to what should be done to achieve the objectives of the Report.

New Regulations

PERSONS who take up courses of full-time training now have to satisfy new conditions if they are to be credited with insurance contributions for the period of their course. Under new regulations (see summary) contributions will be credited to a trainee only if:—

1. The training is for less than a year, but this period can be extended for disabled persons.
2. The trainee had paid or been credited with at least 104 contributions as an employed or self-employed person in the three years before the beginning of the course. Periods of national service are disregarded for this purpose.
3. The Minister is satisfied that if the trainee had not undergone training he would have become, or remained, unemployed.

Obituary

MR. C. H. CRICK, for forty-seven years with the Dunlop Rubber Co., died suddenly at his home in Worthing on October 26 at the age of sixty-one. For the past twenty-five years he was with the overseas department and from 1943 was in charge of the overseas personnel section.

LONDON INDUSTRY IN ATOM DEFENCE EXERCISE (continued from page 277)

Monte Bello, carried out a detailed survey of the Port and rendered an appreciation of the damage and casualties which had been inflicted.

The Port of London Authority was joined in its investigation by the nearby local authorities, the Regional Hospital Board and the London Civil Defence Region in a combined attempt to show the action which each would take to mitigate the effects of the attack and to restore the Port to full working order.

Principal Port, Dock and Harbour authorities and a number of shipowners were represented at the study, as were the riparian Metropolitan Boroughs. Kent and Essex County Councils were invited in order that they might study the position of Gravesend and Tilbury in relation to possible atomic air attack.

The pattern of the study followed that of previous exercises held by London Region Civil Defence. The Region are to conduct a further exercise shortly at Croydon and Mitcham.

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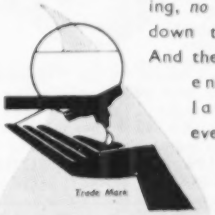

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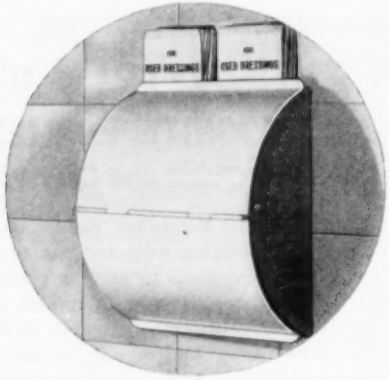

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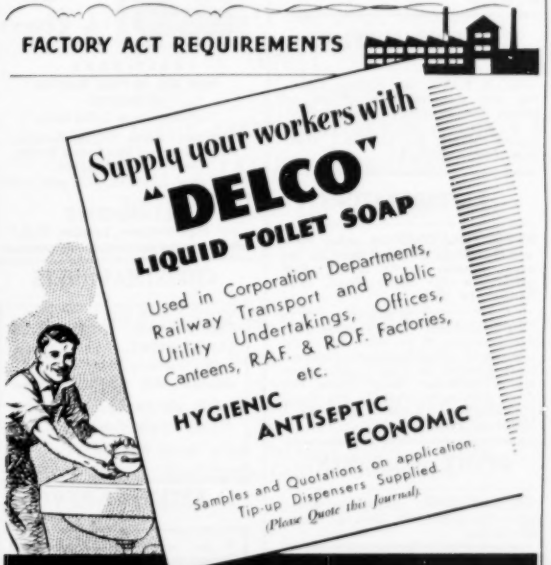
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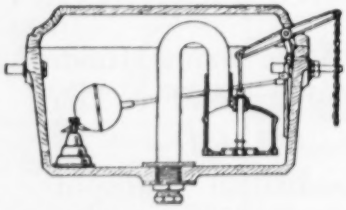

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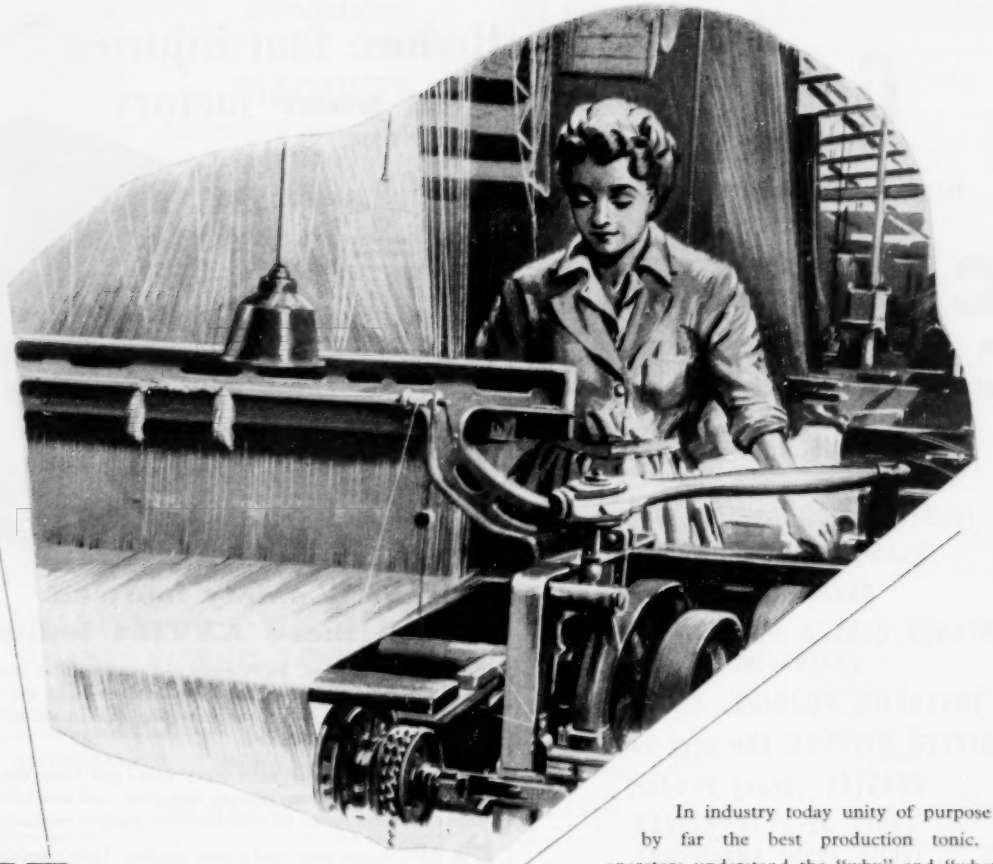

Unity

In industry today unity of purpose is by far the best production tonic. If operators understand the "why" and "wherefore" of their work, they go to it with a better will. Rediffusion helps to secure good labour relationship in the factory by bringing the voice of management to the workers and addressing them intimately at their workbenches. Messages can be broadcast either to the factory as a whole or directed to selected departments.

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